



UWM Emergency Operations Center COVID-19 Operations Planning Report

Report Date: June 14, 2020*

*The EOC Report was initially presented to CMT leadership on June 5, 2020, with final review and edits made June 6-15 prior to final publication on June 17. The content of the report is current as of June 14, 2020. The COVID-19 pandemic, however, is a fluid situation. UWM will continue to update plans through the summer and fall, including in response to changes in the progress of the virus, local health authority restrictions, Centers for Disease Control and Prevention (CDC) guidance and other guidance.

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Table of Contents

I.	Introduction and Background	Page 3
II.	EOC Core Principles	Page 5
III.	Panther Community Health and Safety Standards	Page 6
IV.	Testing, Tracking and Monitoring	Page 9
V.	Housing, Dining and Food Service Operations	Page 11
VI.	Parking and Transportation	Page 14
VII.	Human Resources Policies and Procedures	Page 16
VIII.	Building Preparedness and Operations	Page 25
	A. Introduction	Page 25
	B. General and Miscellaneous Spaces and Operations	Page 26
	C. Classrooms	Page 28
	D. Research Spaces and Operations	Page 31
	E. Administrative Spaces and Operations	Page 36
IX.	Communications and Campus Messaging	Page 40
X.	Large Group Events	Page 44
XI.	University-sponsored Travel and Activities	Page 47
XII.	Personal Protective Equipment and Supplies Procurement	Page 51
XIII.	Financial Planning	Page 52
XIV.	IT Aspects of Academic Preparedness and COVID-19 Response	Page 54
XV.	Special Requests	Page 56

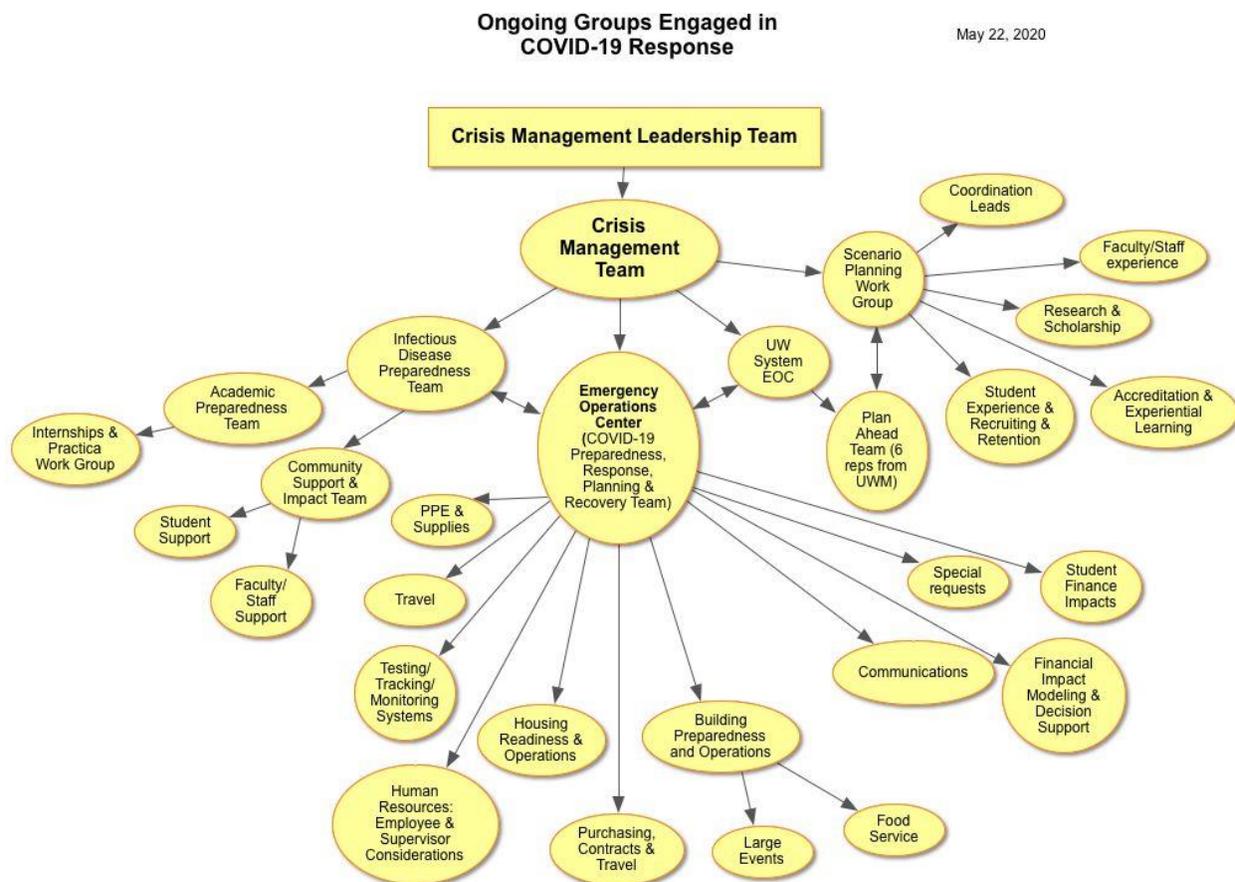
Appendices

Appendix A: EOC Teams	Page 58
Appendix B: Employee Campaign Topics	Page 60
Appendix C: Student and Parent Campaign Topics	Page 62

I. Introduction and Background

A. Introduction

Since January 2020, the UWM community has worked within a coordinated team structure to address COVID-19 and its impact on our community. We have learned and worked together with the goal of serving our students, faculty and staff in both on-site and remote locations. Below is a diagram that illustrates the scope of our planning. The Emergency Operations Center (EOC) sits at the core of the operational response planning function and leads various contributing teams that are described in detail below. This report describes the EOC's work and outlines its recommendations for UWM's COVID-19 operations planning, specifically for how UWM will reopen for operations in Fall 2020.



B. Background (January to March 2020)

UWM's planning for COVID-19 began in January 2020 with the activation of several preparedness teams focused on infectious disease, community support and impact, and health awareness. In February 2020, UWM activated its Crisis Management Team, led by the

vice chancellor for finance and administrative affairs and the chief student affairs officer in partnership with UWM's campus health officer and police chief. The team includes campus leadership and governance group representatives and continues to meet regularly. Also in February, a new travel policy was developed and communicated, along with clear guidance on requirements for travelers developed in partnership with local public health authorities. Additionally, CDC public health guidelines, CDC travel warnings and Department of State warnings required large-scale response efforts by the Center for International Education and the formation of a Travel Response Team co-led by Risk Management and Academic Affairs, with representatives from the Center for International Education, Norris Health Center, Legal Affairs and Travel Management.

Wisconsin, which announced one of the first COVID-19 cases in the United States in early February, declared a public health emergency on March 12, 2020. The day prior, the World Health Organization had declared COVID-19 a pandemic. As a result, the Campus Emergency Operations Center was activated in March 2020 to move campus operations to on-site essential services. The team operates under the National Incident Management System (NIMS) and Incident Command System (ICS) structure outlined in the [Campus Emergency Operations Plan](#). The EOC is led by co-incident commanders, the UWM police chief and campus health officer. To address the transition to on-site essential services, the Academic Preparedness Team facilitated the transition of approximately 6,000 courses to remote learning and University Housing coordinated the move of nearly 4,000 students from residence halls. Transition of support services to virtual platforms were executed, and most faculty and staff moved to working remotely. Guidance for essential employees working on campus was developed.

C. Framework for Fall 2020 Planning

In April 2020, the university began planning for Fall 2020. A Scenario Planning Work Group was formed to establish recommendations based on analysis of different delivery options for fall courses. The SPWG is issuing a separate report.

The EOC engaged in COVID-19 operations planning to address how the campus will be reopened and resume operations in Fall 2020. The EOC's efforts have assumed a phased-in approach to resume in-person operations, which are expected to develop in stages as follows:

- Research, per the stages outlined below in the section on Research Facilities;
- Academic and student support services as needed for essential summer activities supporting students and prospective students;
- Employees who are needed to prepare our facilities and operations for the return of students in the fall, on a schedule determined by their respective functions; and
- All other administrative functions and employees, in an order to be determined by campus leadership in consultation with the EOC and University Safety and Assurances.

The EOC was organized into the following teams, some with subgroups:

- Building Preparedness and Operations (BPO) Team
- Communications Team
- Community Support and Impact Team
- Financial Impact Modeling and Decision Support Team
- Housing Readiness Team
- Human Resources Team
- Personal Protective Equipment (PPE) and Supplies Team
- Purchasing, Contracts and Travel Team
- Research and Scholarship Team
- Student Financials Team
- Testing, Tracking and Monitoring Team
- Travel Team
- Special Request Team

Attached as **Appendix A** are descriptions of each of the EOC teams and their efforts that are completed as well as ongoing.

II. EOC Core Principles

The Emergency Operations Center developed these planning strategies under the following core principles:

- Health and safety (for students and employees) is a priority. (This includes recognition of needs and concerns of individuals based on their own health situations and other context.)

Important Note: UWM cannot guarantee the personal health of all UWM community members in the COVID-19 environment, since it cannot control all activities and movement by everyone within the UWM community. UWM will, however, implement reasonable health and safety protocols, taking into account recommendations by local, state and national public health authorities. UWM also will ask UWM community members to adhere to all published health and safety guidelines to minimize the prevalence of and exposure to COVID-19 in connection with UWM's activities.

- Proper organization relies on consistent planning through assigned teams; therefore, communication among the teams is vital to success.

- Healthy and safety behavioral expectations for all members of the campus community (in order to promote health and safety for students and employees, per the first bullet).
 - **Communicate it**
 - **Practice it**
 - **Model it**
- Flexibility of methods and plans – things will change and we must be able to adapt and adjust.
- Awareness – pay attention to what is going on around us. Understanding local, system, state and federal actions is crucial.

III. Panther Community Health and Safety Standards

Consistent with UWM’s Guiding Values, UWM is committed to fostering a caring, compassionate and collegial community characterized by mutual respect and safety.

Part of that commitment involves the development of our Panther Health and Safety Community Standards. The following standards – which apply to anyone who is physically present on UWM’s grounds, campus or participating in a UWM-sponsored activity – are intended to support the health and safety of members of the UWM community.

These guidelines were informed by CDC Guidelines for [Colleges, Universities and Higher Learning](#) and [Businesses and Workplaces](#), the [American College Health Association Guidelines](#), and consultations with local and state public health officials. They represent a comprehensive approach for the entire community – students, faculty, staff and visitors.

These standards will be updated as further guidance develops and is published and more evidence related to the effectiveness of strategies becomes available.

These guidelines provide minimum expectations for the UWM community. The following, more specific guidelines must also be followed when applicable:

- [On-Site Essential Employee Work Practices¹](#)
- [On-Site Essential UWM Contractor Work Practices](#)
- [Office of Research Guidelines](#)
- Travel Guidelines (see FAQ for up-to-date information)

¹ These On-Site Essential Employee Work Practices, originally intended for only the core employees needed on-site, will be modified/renamed to ensure applicability to greater numbers of employees returning to on-site work in the later summer and fall.

The focus of these guidelines is educational in nature, intended to provide a framework to help individuals implement health and safety protocols and promote health and safety for the entire UWM community. Repeatedly or egregiously disregarding these guidelines will not only put individuals' health and the health of others in danger, but it also may result in referral to student or employee conduct processes. The goal of these guidelines is to support the health and safety of the UWM community.

UW-Milwaukee will provide basic PPE and supplies to the campus, including but not limited to: hand sanitizer, soap and disinfectants, and masks for individuals unable to supply their own. Additional supplies, such as gloves, goggles and plexiglass, will be provided to employment units as appropriate.

Anyone who visits campus or participates in UWM-sponsored activities is expected to follow public health and university guidelines:

- Engage in recommended hygiene practices:
 - Wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available. Avoid touching your eyes, nose and mouth with unwashed hands.
 - Cover coughs and sneezes with a tissue or use the inside of your elbow. Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds.
 - Avoid using others' phones, desks, offices or other work tools and equipment, when possible. Clean and disinfect shared work areas, tools and equipment before and after each use by an individual.
- Maintain a minimum of 6 feet of physical distance² from others whenever feasible.
- Do not congregate in groups above the size recommended by public health and as designated by campus officials.
- Use cloth face mask coverings according to campus policy (see below). Masks can be requested by departments through the PPE/supply request process. Students need to bring their own mask to wear on campus. If a student cannot afford a mask, or is unable to attain a mask, they can contact the Dean of Students office for assistance.

² Six feet is the recommended distance at the time of this report. Should public health guidance change, UWM's social distancing requirement could be revised.

- **UWM's Policy Requiring Masks and Social Distancing:**

UWM strives to create an environment that will allow our students, faculty and staff to live, learn and research to the maximum amount possible. Our community members come from a wide variety of backgrounds, including many who have heightened risk factors themselves or within their families. To best protect the ability of our UWM community to participate in UWM instruction and other activities, nonsurgical face mask coverings (i.e. cloth face masks) *must* be used and 6-foot social distancing observed by all students, faculty, and staff while on UWM lands, in UWM facilities or engaged in UWM-sponsored activities until UWM lifts this restriction, as follows:

- Outside:
 - Six-foot social distancing should always be used unless the space prevents distancing.
 - *Masks are required when/where 6-foot social distancing is not possible.*
- Inside:
 - Six-foot social distancing should always be used unless the space prevents distancing.
 - *Masks are always required*, with limited exceptions subject to approval by the individual's supervisor or instructor, such as (1) an individual's own health condition prevents wearing the mask and the individual has received an approved exception from Human Resources (for employees) or the Accessibility Resource Center (for students); (2) the individual's work or school responsibilities prevent wearing a mask; (3) when working in a personal office or other non-shared space or while in one's own residence hall room; (4) in environments where hazards exist that create a greater risk by wearing a mask (engineering bays, biology research and instructional labs, etc.); (5) while performing physical exertion, such as manual labor, running and athletics training; (6) while in an indoor area designated for eating food and social distancing has been maintained; (7) in all cases where a mask cannot be worn and social distancing cannot be maintained, alternative methods must be utilized to limit potential transmission of COVID-19.
- Self-monitor for COVID-19 symptoms. Symptoms may appear two to 14 days after exposure to the virus. Watch for symptoms of COVID-19, which include fever, cough and shortness of breath or difficulty breathing. [See the CDC's website for more information about COVID-19 symptoms.](#) In addition to this document, see the CDC's website for more information about [what to do if you are experiencing symptoms](#). Additional guidance related to monitoring symptoms is currently under development.

- Do not come to campus if you have COVID-19. If you are experiencing symptoms consistent with the [COVID-19 Symptom Checker](#), do not come to campus and contact your medical provider. Further instructions are available for staff in the on-site employee guidelines. Students who have been on campus in the prior two days should contact [Norris Health Center](#) for further instructions.
- If you are exposed to someone who has been identified as having COVID-19, begin self-isolation and contact your health care provider for further instructions. Wisconsin public health guidance is available [here](#).
- If you have travelled, review guidelines upon your return related to your specific route and destination. Follow public health guidance related to self-quarantine after travel. Travel recommendations continue to change and should be monitored regularly
- Follow all state, local and federal laws, rules and orders related to COVID-19. In the event there is a conflict among such guidance, the most stringent measures are applicable. Such guidance may be issued by the following governments/entities:
 - City
 - County
 - State
 - Federal
 - UW System

The success of these guidelines is dependent upon universal application of the above principles by all community members.

IV. [Testing, Tracking and Monitoring](#)

The Testing, Tracking and Monitoring Team is evaluating the role of testing, contact tracing and symptom monitoring on campus.

The team is systematically reviewing the following areas related to students and employees: surveillance testing, contact tracing, case management, proximity tools, symptom monitoring tools and practices, outbreak investigation and management, and impact on vulnerable populations. The team reviews guidelines from a wide variety of resources, including the CDC, local and state public health agencies, and the American College Health Association. It also reviews evolving evidence of effectiveness and considers logistical, legal and financial implications of options.

As the primary role of testing is through health care systems and the primary role of contact tracing is the role of public health systems, understanding the capacity and plans of the local and state health departments and health care systems is also being evaluated. The Badger Bounce Back Plan and all local health department gating criteria include testing and tracing as critical components, and there is no doubt that institutions of higher education can and should partner with state and local resources to help provide access to testing. Our public health and health care partners have been provided federal and/or state resources that assist them in expanding their testing and contact tracing, and they are able to build on their current roles related to testing and contact tracing.

Progress to date related to the above topics includes the current campus focus on access to testing for symptomatic students, which is available at the on-campus student health center through a partnership with the City of Milwaukee Health Department. Plans have been developed to provide testing to students both at the current location and through a drive-thru and walk-up site adjacent to the building should there be an increased demand for testing.

For employees, the primary progress is related to contact tracing and symptom monitoring. [Essential on-site employee work practices](#) developed in March 2020 require employees to self-monitor for symptoms, and if COVID-19 symptoms develop, there is an identified process for notifications so that appropriate cleaning and contact with impacted individuals can occur. Due to high levels of compliance of the essential workforce in following the health and safety standards, there has been successful consultation and management related to only a few employees. The CDC and state public health officials continue to state that serological testing is not recommended for return to work.

The most current analysis related to the role of testing and contact tracing is available in the most recent American College Health Association guidelines: COVID-19 Testing – What We Know as of June 3, 2020. As more dialogue has occurred related to surveillance testing, it has become clear that there are significant limitations related to the practical applications of the information for institutions of higher education (IHE). The June 3 ACHA guidelines state:

*“Testing for virus will assess a person’s infection status at a single point in time. It may change within hours. A person who tests negative this morning may become infected this afternoon, or tomorrow, or next week. Unless the population tested is further quarantined or restricted from interacting with the general population, mass screening is likely to be unproductive in reducing the incidence of disease on the campus. To assure a population remains clear of disease, regular repeat testing would be needed. This would impose significant cost and require resources that could perhaps be better deployed to other activities. **Screening large numbers (thousands) of students will likely produce no substantial public health benefit, and at very high cost.**”*

Currently, there are limited specific recommendations related to higher education that support surveillance testing. On the May 29 higher education CDC stakeholder call, the CDC addressed this and stated that they do not recommend surveillance testing specifically for IHE.

There also currently are no Wisconsin, city of Milwaukee, Milwaukee County, Waukesha County or Ozaukee-Washington County plans that include a recommendation for widespread surveillance testing in IHE. Review of testing of specific populations may have a role and this is still under review. Public health officials are working to increase testing access in their respective communities, of which faculty, staff and students are a part, with health departments partnering with the Wisconsin National Guard.

We will be building on our current progress and prioritizing our resources while we develop plans and scale up our systems. There are significant logistical, legal and financial issues that are also being evaluated, including protection of the confidentiality of personally identifiable health information.

This team is coordinating with multiple UW System EOC teams. These teams have been mobilized to assist in providing recommendations and resources around the topics of testing and tracing, as they are universally important to all UW System campuses.

The UWM team will provide additional recommendations for testing, tracing and monitoring that can be implemented as more faculty, staff and student return to campus. The team will continue to update existing recommendations as the local situation evolves, more guidance becomes available, and scientific progress occurs related to testing, tracking and symptom monitoring.

V. Housing, Dining and Food Service Operations

A. Planning Scenario Summary

In considering the planning scenarios, it is important to highlight the following:

- Living on campus is all about creating community and connection to the campus. Planning is underway to support the student experience while adhering to social distancing/city guidelines.
- We recommend that students with health conditions that put them at a higher risk for developing severe cases and/or complications from COVID-19 consider whether living on campus is advisable, even with the health and safety precautions that UWM will implement, given the density of students and close living quarters.
- For each scenario, as student levels increase, there is a corresponding increase in the areas of staffing, supplies and transportation.
- Determinations about the academic calendar and housing occupancy levels will affect housing and dining contracts, policies and refunds.
- If there is inadequate capacity to house all interested students, staff will need to identify how best to prioritize assignments.

- Kenilworth Square Apartments already operate like an apartment building, and no modifications to occupancy levels are needed. Spaces within Kenilworth Guest Housing (hotel-type accommodations) will be held offline to be used for isolation spaces for housing residents.
- Residents who test positive for COVID 19 will be asked to take time away from their residence hall room, preferably at home away from campus, until cleared for re-entry. Purin Hall and RiverView Residence Hall are being considered as isolation spaces, with access to private bathrooms and access to kitchens for housing residents who don't have other housing options (i.e. with a family member, etc.). UWM will monitor student demand and reserve additional isolation spaces. Plans are in place should the need arise to safely vacate students from the residence halls.
- Move-in and potential emergency move-out processes will be phased and very different than in typical years. Our robust planning protocol – including our long-established sign-up and staffing processes, will help tremendously.
- Food service offerings will be operated in alignment with state, county and local public health rules and regulations at the time of opening. They may be subject to modification without notice in accordance with updated regulatory changes.
- Service days, hours, locations and menus will be determined when resident population has been established. All operations will be modified for contactless service and use a mobile order and payment platform.
- Food Service production and service spaces will be separate and configured to ensure appropriate social distancing, queuing of student traffic for picking up food, and allowing sufficient room for employees to complete their work in accordance with health and safety guidelines.
- Modifications expected within both the housing and dining operations include attention to social distancing, spacing of furniture, traffic flow, cleaning protocols, etc.

B. Health Risk Considerations

In evaluating options related to the residence halls, the risks are clearly categorized within the [May CDC higher education](#) as follows:

- **Lowest Risk:** Residence halls are closed, where feasible.
- **More Risk:** Residence halls are open at lower capacity and shared spaces are closed (e.g., kitchens, common areas).
- **Highest Risk:** Residence halls are open at full capacity, including shared spaces (e.g., kitchens, common areas).

Students are a very mobile population who face increased risks given the density of the residence halls within a densely populated area that has a high rate of community transmission. As of June 5, Milwaukee County was among the top five Wisconsin counties, with eight cases per 1,000 community members, and 81% of Milwaukee County cases are within the city of Milwaukee, where there are 6,200 people per square mile.

The intense social density that characterizes residence halls, combined with age-related, behavioral and environmental factors, will likely contribute to infectious disease transmission and lead to secondary spread into the campus and the wider community. Within a residential environment, it is less likely that the other community mitigation strategies will be able to be maintained. Public health guidance has been clear at a local, state and national level that residence halls are considered congregate living settings and will require a facility-wide investigation if two or more cases occur in that setting.

For these reasons, it is likely there will be cases with a significant amount of transmission between individuals due to prolonged indoor exposure. The largest risk is between individuals who share a bedroom, given the most common form of transmission is person to person. These variables are likely to contribute to the larger number of cases and percentage of impacted individuals – both students and the staff that live and work in the environment – beyond the anticipated increase that would be expected based on the total number of students in the residence halls. The greater number of students within the residence halls will result in the need for a larger number of moves with limited flexibility.

Young adults who make up a significant proportion of our residence hall population are being impacted by COVID-19. As of June 5, individuals age 19-29 account for 18% of cases in Wisconsin. In the city of Milwaukee, there have been 823 individuals ages 15-24 determined to be COVID-19 cases, which accounts for 12.5% of the city of Milwaukee's cases. Significant illness may disrupt a student's ability to complete a semester due to physical symptoms.

Systems that include symptom monitoring and access to adequate testing for symptomatic students and asymptomatic contacts of students are necessities. The Norris Health Center is currently able to provide testing and care for symptomatic students, but it does not have a large capacity if a high percentage of the population is impacted with a surge of cases. Our current arrangement with the City of Milwaukee Health Department for no-cost testing is dependent on their capacity. They currently will prioritize individuals who live in a congregate setting, but if there is a larger community surge, they would support the health care systems. Norris Health Center would partner with the City of Milwaukee Health Department to manage any outbreak if that occurs.

C. Contextual Considerations

Most UW System institutions appear poised to open at or near full occupancy for the Fall 2020 semester. The following institutions have reported that they plan to assign as usual: Stout, Stevens Point, Eau Claire, Oshkosh, Green Bay and LaCrosse. Madison, Whitewater, Parkside, Superior, River Falls and Platteville will have somewhat modified assignments but nearing normal occupancy levels. We do not have current information from Marquette University.

As far as risk mitigation steps, many campuses appear to have incorporated similar steps to ours in their planning (e.g. face masks, social distancing, enhanced cleaning protocol, ingress/egress and traffic management, limiting guests, identifying isolation spaces, removing

furniture, etc.). Many will focus on allowing double-room occupancy only where roommates have selected one another.

D. Housing Occupancy Options and Recommendations

The group considered that reduced density within residence halls would likely contribute to lower rates of transmission, with student behavior and movement expected as the largest variables.

There are three primary options for housing occupancy available to UWM leadership:

1. Assigning one/room or two/suite would provide the lowest density levels but would be out of alignment with how peer institutions in the region and System are approaching the room assignment process and would have the greatest negative financial impact.
2. Assigning “full”/standard occupancy levels will meet our current understanding of student demand, likely result in the lowest financial risk, and align UWM with peers in the region and System. It is worth noting that higher occupancy may increase transmission rates and could create a higher risk of a midyear partial or full closure of the residence halls.
3. Another option is to assign shared bedrooms only in cases where individuals have requested one another as roommates. This option, paired with a room assignment process that is attuned to overall student demand and works to spread out students where possible, could balance some of the risks described above.

E. Resources

- [Considerations for Reopening Institutions of Higher Education in the COVID-19 Era \(ACHA\)](#)
- [ACUHO-I Future of Housing Checklist](#)
- [UWM On-Site Essential Employees Work Practices](#)
- [CDC Guidelines](#)
- [Badger Bounce Back Plan and Gating Criteria](#)
- [EAB’s 4 considerations for resuming residential life this academic year](#)

VI. Parking and Transportation

A. Overview

The following is a summary of guidance from the Department of Transportation Services regarding COVID-19 issues, which are guided by CDC guidelines and general campus guidelines on cleaning, masks and other related matters. Transportation Services will re-review all

parking and transportation plans upon finalization of campus plans regarding face to face courses, housing occupancy and segregated fees, and will update these sections thereafter.

B. Parking Services

Customer transactions will be encouraged to be done online or via phone. For services that occur in person, plexiglass will be installed at the customer windows to shield the employee and customer. For transactions that occur in lots and structures, app and touchless features will be advertised and specifically incentivized by featuring discounted prices.

C. Shuttles

The following health and safety standards will be followed for any shuttles in service to the maximum extent feasible:

- A plexiglass barrier will be installed behind the driver seat to provide additional protection.
- Floor tapings and signs will be installed to indicate where passengers should stand and sit. This will include guidance of one passenger per row (unless the parties are traveling together) with seating in every other alternating row.
- Vehicles will be cleaned daily with an electrostatic handheld sprayer.
- A PPE kit will be maintained in each vehicle, consisting of extra face masks, gloves and cleaning/disinfecting products.
- Passengers who identify as sick will be referred to alternate means of transportation.
- Drivers should immediately report to management and the UWMPD if passengers are intentionally spreading their germs in the interior of a shuttle vehicle.

Transportation Services will provide campus communications that encourage students, faculty and staff who use mass transit to consider using other transportation options (e.g., walking, biking, driving or riding by car alone or with household members only), if feasible.

The availability of shuttles and service locations may be limited depending on need and availability of resources.

D. B.O.S.S. Vans

The following health and safety standards will be followed for any B.O.S.S. vans in service, to the maximum extent feasible:

- A plexiglass barrier will be installed behind the driver’s seat to provide additional protection.
- Drivers should avoid using the ventilation system’s recirculated air option and instead use the fresh air option or roll down windows.
- Passengers should enter through the sliding side doors and sit in the back of the vehicle. No passengers should sit in the passenger seat next to the driver.
- All ride requests should be completed before picking up additional passengers to avoid unnecessary contact. Ride requests should be limited to one person per request unless passengers are related or live together and give consent.
- Vehicles will be cleaned daily with an electrostatic handheld sprayer.
- A PPE kit will be maintained in each vehicle, consisting of extra face masks, gloves and cleaning/disinfecting products.
- Passengers who identify as sick will be referred to alternate means of transportation.
- Drivers should immediately report to management and the UWMPD if passengers are intentionally spreading their germs in the interior of a shuttle vehicle.

The availability of shuttles and service locations may be limited depending on need and availability of resources.

E. Milwaukee County Transit System

Transportation Services will monitor the latest bus information from the Milwaukee County Transit System for any needed adjustments. The MCTS web site is found [here](#).

VII. Human Resources Policies and Procedures

A. Employee Privacy Rights

UWM protects the privacy rights of its employees and adheres to the law regarding the protection of employee health-related information. Thus, neither the public nor employees will be informed as to the test results/medical condition of any other employee.

We will utilize the following to respond to employee inquiries about the health status of co-workers:

- Emphasis on the safety standards UWM has in place are aligned with CDC recommendations/standards.
- Inform employees with concerns that they should discuss testing options with a health care provider.
- Explain the process being followed by UWM for contact tracing, even if that is to explain that tracing is being handled by another entity, such as the City of Milwaukee Health Department.
- Employees feeling anxious or fearful will be encouraged to seek assistance from the Employee Assistance Program provider, FEI.

As needed, employees will be informed that it is not appropriate to ask another employee about their health, including whether they have tested positive for COVID-19. Employees are not obligated to reveal information about their health to colleagues.

If an employee has tested positive for COVID-19, Environmental Services will follow current UWM cleaning and disinfection procedures for COVID-19. Depending on the type of space and when an employee was previously on campus, cleaning may be completed by UWM staff or an outside vendor. This may mean displacing a small number of employees for one half day or a full day.

B. Storage of Testing Result Information

At the time of this report, it appears that UW System is leaning against undertaking COVID-19 testing of employees in favor of referring such testing to employees' own health care providers or local public health authorities. In the event this could change and UWM engages in COVID-19 testing of employees, HRS has the capability to store confidential test results. The data field for test results could be highly restricted to only certain employees, who could take limited actions such as viewing and editing.

C. Employees Who Have Concerns about Reporting to Work

UWM will follow public health guidelines for employees who have increased risk factors for severe illness. According to the CDC, as of early June, there is limited information regarding risk factors for severe disease. However, based on currently available information and clinical expertise, older adults and people of any age who have serious underlying medical conditions might be at higher risk for severe illness from COVID-19. Details of their recommendations continue to be updated and are located [here](#).

Employees who are instructed to return to work on campus and have concerns about doing so as a result of a medical condition that places them in a higher risk group, those who are caring

for someone in a higher risk group, or those who are pregnant should consult with their human resources business partner (HRBP) or personnel representative (PRep) who works for their school, college or division.

UWM should enable employees who believe they fall within an identified area of concern to seek leave under the FMLA process or accommodation via the ADA process, as applicable. Other extenuating circumstances expressed by employees should be evaluated on a case-by-case basis.

Supervisors may not assume an individual is at increased risk of serious health conditions if exposed to the virus. This includes risk factors identified by the CDC, including age and pre-existing health conditions of the employee.

If an employee is ill, exhibits symptoms or is expected to isolate, she or he may work remotely if symptoms allow for the completion of work or duties, and responsibilities allow for remote work, and the supervisor approves of the ability to work remotely.

UWM will use the latest public health guidelines in determining when an employee who has been ill may return to work. As of the writing of this report, the latest [CDC guidelines](#) provide:

1. An employee who believes they had COVID-19 or knows they had COVID-19 may return to work after:
 - Three days (72 hours) with no fever; and
 - Symptoms improved; and
 - 10 days since symptoms first appeared.
2. An employee who tested positive for the virus but has been asymptomatic may return to work after 10 days after the test.
3. An employee who has been in close contact with someone who has the virus must stay home for 14 days post-exposure.

D. Interactions with Co-workers

Employees will be encouraged to note the following about how to treat a colleague who has returned to work after being ill:

- UWM is adhering to CDC guidelines to determine when an employee is able to safely return to work.
- When a formerly ill employee returns to work, they should be welcomed back by their colleagues.

- The UWM Code of Conduct states, “Employees must respect the rights of others to be free of bullying, harassment, intentional physical harm or intimidation in the workplace.”
- The Code of Conduct also states, “Employees are expected to display courteousness and use good judgment in dealing with the public and others in the University community.”
- Any intentional isolation, intimidation or bullying of a formerly ill employee will not be tolerated.

If an employee notices symptoms in a colleague, the employee should alert a supervisor or the HRBP/PREP for their school, college or division.

E. Employee Leave Use Issues

Employees whose duties and responsibilities do not allow for remote work and are unable to report to the workplace have the following options to remain in paid status:

- Use any available balance of the 80 hours of COVID leave; or
- Use sick leave, vacation or personal holiday.

NOTE: It is uncertain if catastrophic leave may be used; a UW System opinion is required on this issue.

UWM may seek termination if on-site work is required but the employee is unable to report for duty and the employee has exhausted all leave rights. Any termination must follow the applicable policies/procedures for that employee’s type (i.e., faculty, academic staff, university staff, etc.).

F. Information for Employees

UWM recommends all faculty and staff understand and will provide communication, among other issues, on the following:

- Infection prevention/control measures, including any applicable UWM rules or guidelines on wearing of face masks and social distancing;
- COVID-19 symptoms;
- How to get tested if an employee has symptoms;
- How COVID-19 is transmitted; and
- Availability of creditable resources.

UWM will provide COVID-19 information to employees in various ways, including a mandatory training about COVID-19 work practices for faculty and staff working on-site provided by University Safety and Assurances. For those employees without internet access, they should

be presented with the training materials in hard copy on their first day back to work and be required to read the document, in full, on paid time, at the beginning of their shift.

G. Workplace Behaviors

Meetings should be held virtually whenever possible until further notice. If a virtual meeting is not possible, the meeting must adhere to social distancing requirements and any limits of individuals allowed to be present in the same room.

Visitors to any office should be limited to those whose work is critical to UWM business, cannot be rescheduled or delayed, and must be conducted in person.

H. Use of Personal Protective Equipment (PPE)

Employees must adhere to the established UWM protocols for PPE as directed by the university and supervisors. Please see the following guidance:

- The UWM Code of Conduct states: “Employees are expected to abide by the policies and regulations for health, safety and sanitation.”
- Employees will be expected to comply with the requirements, or they will face potential discipline for insubordination or other Code of Conduct violations.
- If an employee is unable to adhere to PPE or social distancing requirements established by UWM, she or he must present justification for why this is not possible to the HRBP or PRep for their school, college or division, including supporting medical documentation, if applicable.
- If the inability to comply with requirements is health-related, modification of the requirement should be evaluated consistent with UWM’s reasonable accommodation process under the Americans with Disabilities Act.

If a UWM employee requests PPE or social distancing measures that go beyond UWM’s stated requirements, the following guidance will be used:

- The employee must present justification for such a need – including, if applicable, medical documentation – to the HRBP/PRep who works with their school, college or division.
- If the need is health-related, the request should be evaluated using UWM’s reasonable accommodation process under the Americans with Disabilities Act.

Outside of an approved request, it is generally the employee’s responsibility to seek out and pay for additional PPE. Requesting PPE beyond what UWM establishes as required/provided is not grounds for refusing to report to the workplace or complete duties and responsibilities, in part or in full. UWM also has the right to deny an employee’s request to use unnecessary PPE.

I. Guidance for Supervisors

1. Staggered Return to On-site Work: The following should be considered when establishing a staggered return of the workforce (noting instructional staff assignments will be based upon instructional needs):
 - Supervisors are responsible for considering how to bring back the workforce in their departments in a phased fashion. Circumstances differ from department to department and may warrant different ways of accomplishing a phased return. It is recommended supervisors begin by considering bringing 100% percent of their workforce back at some smaller percentage, e.g., 20-40% of the time, and then gradually increase the percentages until the maximum in-person percentages are achieved, staying within social distancing maximums. The maximum number may be 100% or some lower level that is appropriate to the work area, recognizing that some employees may work full time or part time remotely in order to achieve appropriate safe work environments for that area.
 - Unless reasonable accommodations are being provided to employees under the ADA or other special teleworking arrangements are approved for an employee, similarly situated employees should be treated the same. For example, if an expectation is established that employees will be present in the workplace two days per week, the schedule for the department should include all employees being present two days per week.
 - In general, supervisors are expected to be present on-site for employees who are working on-site and/or consult with their own supervisors regarding the frequency with which they need to be present in the workplace.

2. Employee Refusal to Adhere to Safety Requirements: A supervisor should utilize the following when addressing an employee who refuses to adhere to PPE and/or social distancing requirements established by UWM:
 - The UWM Code of Conduct states: “Employees are expected to abide by the policies and regulations for health, safety and sanitation.”
 - Employees will be expected to comply with the requirements, or they will face potential discipline for insubordination or other Code of Conduct violations.
 - The supervisor should approach the employee and use statements that begin with words like “I’ve noticed,” “It seems” or “I’ve observed” and then identify what requirement the employee is not following.
 - The supervisor should inform the employee that the requirements help to ensure their safety and the health and safety of colleagues.
 - The supervisor should direct the employee to begin following the applicable requirement immediately.
 - If the employee continues to refuse, the supervisor should inform the employee that they may be insubordinate by refusing and a disciplinary process may be necessary.

- If the employee continues to refuse, the supervisor should contact the HRBP/PRep who works with their school, college or division to begin a disciplinary process.

3. Employee Return to Work:

When addressing the return to work of a formerly ill employee, the supervisor should follow these guidelines:

- State that UWM is adhering to CDC guidelines for when an employee is able to safely return to work. Current CDC guidelines as of the date of this document are that an employee may not return to work after illness with COVID-19 until:
 - At least three days (72 hours) have passed *since recovery*, defined as resolution of fever without the use of fever-reducing medications **and** improvement in respiratory symptoms (e.g., cough, shortness of breath); **and**,
 - At least 10 days have passed *since symptoms first appeared*.
- Model welcoming behavior toward the formerly ill employee.
- If the supervisor discovers colleagues are not treating the formerly ill employee appropriately, potentially offending employees should be reminded of the Code of Conduct points.
- If colleagues continue to exhibit inappropriate behavior toward the formerly ill employee, the supervisor should consult with the HRBP/PRep who works with their school, college or division to begin a disciplinary process.

If an employee returns to work without authorization, the supervisor should note the following:

- Ask the employee why she is present, and unless the supervisor ascertains that there is a need for the employee to be present, she or he must be sent home.
- To begin, the supervisor should ask, “You have not been approved to be in-person for work today. Why have you come to the worksite?” The supervisor may choose to authorize the individual to be present, but only if the person is not ill, poses no health risk to fellow employees, social distancing requirements established by UWM may be observed, and the work of the employee must be completed on-site.
 - Note: If the employee was formerly ill, CDC return to work requirements must be followed.
- If the supervisor chooses not to authorize the employee to be present, she or he should state, “UWM has put into place requirements to allow for the health and safety of employees. That includes limiting the number of individuals who may be present at any given time. Your presence may be placing us out of compliance with those requirements. There is not cause for you to be present at work today. Therefore, I am directing you to exit the work location and [if appropriate] complete your work remotely.”

- If the employee becomes belligerent or continues to refuse to leave, the supervisor should contact the UWM Police Department. The supervisor should provide UWM Police with the employee's rationale for being on-site and/or refusing to leave, so police may prepare themselves for the interaction and the potential need of any PPE.

If an employee expresses unwillingness or refuses to return to on-site work after being directed to do so, the supervisor should ask the employee why she or he is unwilling to report for on-site duty.

- If the employee indicates it is because of a medical condition:
 - The employee should be referred to the HRBP/PRep who works with the school, college or division. The HRBP/PRep will work with the employee to gather appropriate information/documentation, in consultation with the FMLA/ADA representative from the central HR office (CHR), to determine, among other things, whether the FMLA or ADA process should be utilized.
 - Following the conversation with the representative of CHR, the HRBP/PRep will communicate with the supervisor what is happening. It may be necessary for the HRBP/PRep to gain input from the supervisor to make a decision about the employee's ability to be present in the workplace.
 - To the greatest extent possible, while remaining compliant with confidentiality requirements of medical information, the HRBP/PRep will work with the supervisor in making a decision regarding the employee's ability/inability to report to the worksite. For faculty, this means working with the faculty member's department chair.
 - If the employee is unable to report to the workplace and unable to work remotely, leave may be considered under the FMLA or ADA. Once the employee has exhausted their leave rights, if the employee is still unable to report, the supervisor may consider pursuing termination due to their inability to work.
- If the employee indicates she or he does not feel safe or is uncomfortable reporting for duty:
 - The employee should be notified that:
 - UWM is taking all appropriate precautions to allow for the health and safety of employees.
 - The duties and responsibilities of the employee need to be completed in person.
 - The employee, absent any other factors, must report on-site immediately.
 - If the employee continues to refuse to report to work, the supervisor should work with their HRBP/PRep to discuss options, which could include initiation of a disciplinary process, if necessary.
- In the event an employee expresses inability to report for work because of a need to provide child/elder care, the supervisor should contact the HRBP/PRep who works with their school, college or division. The HRBP/PRep will contact the CHR for guidance on

the possibility of the employee utilizing expanded family medical leave under the “e-FMLA.”

4. Employee with Symptoms in Workplace:

A supervisor who observes an employee with symptoms in the workplace should follow the [On-site Essential Employee Work Practices](#) and employ the following measures:

- If an employee begins to exhibit symptoms – such as fever, chills, excessive coughing or difficulty breathing – that are not attributable to another condition, such as asthma, they should be sent home and encouraged to contact their health care provider. This should be done respectfully and compassionately, taking into consideration the employee’s feelings. For example, “You mentioned that you have a fever, and you seem to be coughing a lot. I think you should go home and call your doctor.” If the employee resists, the supervisor should say: “As your supervisor, I am insisting that you go home for your own safety and for those around you.” The supervisor should explain the conditions under which the employee may return to work, as described above.
- In speaking with the employee, it is recommended that supervisors begin sentences with words like, “it seems,” “I’ve noticed,” or “it has been reported.” If the employee asks who reported this, the supervisor should state, “That is not relevant. What’s important right now is your health and the health of those around you.”
- If an employee is experiencing significant difficulty breathing, call 911.
- If the employee refuses after the supervisor has used the advice above, the UWM Police Department should be contacted. The supervisor should provide the UWM Police with the employee’s rationale for being on-site and/or refusing to leave, so police may prepare themselves for the interaction and the potential need of any PPE.

A supervisor who receives reports that an employee has symptoms should confirm with the reporting employee what she or he has observed. The supervisor should approach the employee and follow the same course of action described above.

5. Reassignment of Duties: It may be necessary for a supervisor to assign duties and responsibilities that are outside an employee’s typical duties and responsibilities. If the employee to whom the responsibilities are assigned refuses the “new” duties:

- Supervisors should anticipate and plan in advance for increased absenteeism during this time.
- In times of emergency, all UWM employees must remain flexible in order to ensure work is completed. This may include being asked to complete duties outside an employee’s normal duties and responsibilities.
- If the employee refuses to complete the newly assigned duties, the supervisor should seek understanding by asking why.

- If the employee indicates it is because their workload will not allow for it, the supervisor should take this into consideration and determine if an adjustment in the employee's work priorities is necessary.
- If the employee indicates it is because they lack the expertise to do the work, the supervisor should ascertain what training the employee may need to complete the work.
- If the employee indicates they are unwilling to complete the work of another, the supervisor should indicate that under these times, employees must remain flexible in order for work to be accomplished.
- If the employee continues to refuse, the supervisor should remind the employee that it is within the supervisor's prerogative to manage the content of work an employee is assigned to complete.
- If the employee continues to refuse, the supervisor should state that the employee may be insubordinate in their refusal and if necessary, a disciplinary process may unfold.
- If the employee continues to resist, the supervisor should contact the HRBP/PRep who works with their school, college or division and seek assistance.

VIII. Building Preparedness and Operations

A. Introduction

Building Preparedness and Operations recommendations are predicated on the following assumptions related to timing of resumption of campus activities:

- Research activities may begin in early June;
- Administrative and office reoccupancy may begin over the summer (specific dates to be established by CMT Leadership); and
- Resumption of full or partial face-to-face academic instruction will coincide with the start of the academic year on Sept. 2, 2020.

Recommendations are categorized based on four particular campus space types, as detailed further below:

- General spaces and operations
- Classrooms
- Research spaces and operations
- Administrative office spaces and operations

In addition, unique facilities/spaces – such as the Student Union, Klotsche/Pavilion, UWM Libraries, teaching labs/shops and performance venues – may have specific plans for each facility, separate from this document.

The BPO also has subgroups focused on Food Service and Large Events.

B. General and Miscellaneous Spaces and Operations

1. Overall Recommendations:

- All efforts should be made to reduce close proximity, density and face-to-face interactions of occupants of UWM facilities.
- Points of entry and egress from UWM facilities should be identified for single directional usage where possible.
- Facility corridors that are identified as too narrow for socially distant bidirectional walking should be identified and designated for one-way traffic.
- Access to hand sanitizer should be provided in locations in hallways that are not immediately adjacent to entry and egress locations.
- Cleaning and disinfection efforts by Environmental Services/Custodial will be focused on high-touch surfaces (door handles, elevator buttons, drinking fountains, etc.) and other focused cleaning.
- Environmental Services, building chairpersons, University Safety and Assurances, and UWM Police will collaborate to develop detailed plans for each academic building (including Waukesha and Washington County campuses).

Building management (chairperson, space allocation authority, or other identified individuals), University Safety and Assurances, and UWM Police will collaborate to develop and review detailed plans for unique or managed buildings, including UWM Libraries buildings, Lubar Entrepreneurship Center/Welcome Center, Student Union, Klotsche Center/Pavilion, Continuing Education, parking garages and possibly others.

2. Entry & Egress Points:

- ADA entries will be clearly identified as both entry and egress for buildings with limited access points.
- Entries will be designated as either entry-only or egress-only wherever possible.
- After the first draft of each building's plan, flow from building to building will be reviewed to ensure that directional flow can continue as individuals travel between facilities.
- Where entries cannot be designated as only a point of entry or egress, signage should be posted to encourage patron flow.

3. Elevators:

- Elevator signage will designate recommended (not required) occupancy; in some cases, this will be recommended single occupancy.
- Signage will encourage individuals to use staircases in facilities and limit use of elevators to those with specific need to do so.
- Elevators should have grid markings added to the floor areas, indicating maximum occupancy with a level of separation (note that 6-foot social distancing is not feasible in most elevators at UWM).

4. Hallways/Corridors/Stairwells:

- Hallways, corridors and stairwells will be identified as wide vs. narrow in order to assess where two-way traffic will be required.
- Directional routes will be designated wherever possible, including one-way corridors, to limit cross traffic of patrons. Examples are shown below.

5. Drinking Fountains and Bottle Filling Stations:

- No plastic/paper cups will be provided; continue with standard usage.
- Increase signage about sanitation and using fountains and stations at “own risk,” noting the concern for transfer is buttons, not the water spigot.

6. Computer Labs:

- Reduce the total number of machines to provide greater distance between users.
- Continue practice of not providing public kiosks.
- Provide sanitizing wipes for patrons to self-clean.
- Use electrostatic machines to disinfect computer areas during closed time periods (either late second, or early first shift).

7. Restrooms:

- Focus will be on cleaning, not restricting the capacity of the restrooms.
- Doors that can be left open will be identified to limit touchpoints.

8. Shower Facilities:

- Focus will be on cleaning single-use showers.
- There will be fewer showers in “group showers” (also included in UREC’s specific plan).

9. Informal Gathering Spaces (Pocket Lounges):

- Signage will be installed related to social distancing and capacities in informal gathering spaces.
- Seating capacities will be reduced to discourage informal gathering.
- Hours of use may be limited, when appropriate.
Soft seating will be reduced in favor of harder surfaces, allowing for disinfecting instead of just sanitizing, where possible.

10. Common Break Areas:

- Some buildings have general/building-wide break rooms open to all building users. The plan for each building should determine whether these rooms should be closed or whether we have available resources to maintain cleanliness/sanitation.

11. Vending Areas:

- Five Farmers Fridge machines will be continued to provide healthy options.
- Pepsi and Farmers Fridge currently have cashless options; explore additional cashless options for any other snack machines.

12. Lactation Rooms:

- Lactation rooms will be kept active and equipped with sanitation items.
- Signage about sanitation and “use at own risk” will be installed.

C. Classrooms

1. Overall Considerations:

These recommendations will be applied to general assignment (GA) classrooms. See the Scenario Planning Work Group recommendations for use of departmental classrooms.

Non-classroom, auxiliary and alternative leased space should be considered last-resort options, with the following factors to be considered:

- Acoustics for learning environment.
- Will transportation be required utilizing buses that can only transport 10 students at a time?

- Seating availability (potential seating may be acquired from another classroom's excess).
- Environmental Services (ES) and Facility Services (FS) staffing will need to be considered.
- Lighting, sound, whiteboards, smartboards and IT will need to be purchased and provided.

2. Spatial considerations:

In general:

- All classrooms will be configured in a lateral classroom style following the guidelines and recommendations set by the EOC committee following approval by the chancellor and provost in consultation with CMT Leadership.
- After room capacities are determined, capacity signage will be created.
- Signage will be created regarding social distancing.
- Entry doors will be kept open to minimize touches on doorknobs/handles.
- When possible, visual cues such as floor markings or tape will be used to indicate queuing locations, traffic flow direction and to maintain social distancing.
- When needed, face-to-face classes can be held online as well.
- Sharing of food and catering will be prohibited.
- Assess the need to repurpose wood and washable chairs for classrooms.

Classroom furniture has the greatest impact on room capacities. Flexible, small-footprint furniture – such as tablet-arm, moveable chairs – provide opportunity for greater student densities. Rooms equipped with larger, less flexible furniture – such as moveable, shared tables or fixed-seat lecture/theater format furniture – require a more generous square footage/student factor. Rooms with fixed tables are the least efficient.

3. Flow of traffic:

- Most GA classrooms are in basements and on first and second floors. As discussed elsewhere, use of stairs should be encouraged.
- Staggered entrance and egress procedures will be developed and shared with students and will consist of:
 - Spatially staggered entering, proceeding to and filling front row available seating and proceeding to fill the class front to back.
 - Spatially staggered exiting, back row exits first and proceeds back to front.

- Early arrival and congregating before class will be discouraged. No less than 30 minutes between classes is recommended.
- When two entry points are available, one will be designated an entry and the other an exit.

4. Physical Modifications:

- Floor decals spaced at 6-foot intervals will be placed at entries and exits.
- Staggered entry and exit signage will be posted at entries.
- Unavailable seating will be designated (it should not be the expectation that unused seating will be removed from the classroom).
- PPE/disinfection kits will be available in each GA classroom and shall consist of hand sanitizer, masks, disinfection spray and towelettes.
- Plexiglass shielding at lecterns will be determined on a room-by-room basis.

5. Cleaning/Sanitation:

- Hand sanitizer will be available in every classroom.
- Cleaning and disinfecting supplies will be provided in all classrooms for both instructors and students to use at their own discretion for the individual spaces they will occupy.
- Classrooms will be cleaned one to two times daily.
- Environmental Services staff will monitor inventory of cleaning and disinfection kits and trash removal throughout the day.
- Water coolers will be removed from classrooms.

6. Human Behavior:

- Mask use will be mandatory.
- Early arrival and congregating before and after class will be discouraged.
- There will be public announcements made at each large event to remind people of best practices in terms of mask wearing, handwashing and social distancing in all areas of the building.
- Instructors should monitor and help guide staggered entry and exits.

7. Teaching Laboratories, Shops and Studios:

Due to many teaching laboratories, shops and studios having unique configurations, seating (or lack thereof), equipment and flow of traffic, departments are required to develop a safety plan that addresses how each class in a teaching laboratory, shop or studio will safely address each of the following.

- Maintaining social distancing of 6 feet between students and instructors.
- Maintaining traffic flow in the room to accommodate social distancing of 6 feet.

- Providing at least one option for washing or sanitizing hands.
- Cleaning and sanitizing based on the classroom area guidance (instructors and students responsible for their own spaces).
- Flow of traffic into and while exiting the classroom.
- Physical or room modifications required where social distancing cannot be maintained.

D. Research Spaces and Operations

1. Framework for Reopening Research Facilities:

UWM will use a staged approach to reopening research facilities. This reopening plan involves five stages that gradually move from more restrictive toward normal operations. The chancellor and provost will determine passage from one stage to the next, in consultation with the CMT Leadership group. The five stages between “shutdown” and return to full access and activity are:

- Stage 1: Access is restricted to the maintenance of critical research capability and very limited high-priority activities, such as COVID-19 rapid response research.
- Stage 2: A degree of relaxed access with priorities given to time-sensitive research activities. Limited use of non-laboratory resources is permitted, and no in-person human subject research allowed.
- Stage 3: Increased relaxation of access restrictions, which permits more research facilities to be opened. New research may be initiated if it has been identified as a priority, and in-person human subject research is allowed when it does not involve close contact with subjects.
- Stage 4: Further relaxation of research density constraints. Most research activity can resume with a density of research personnel below normal operations; human subject research is allowed except that involving in-person interaction with high-risk populations.
- Stage 5: Return to business as usual; full campus density and activity.

2. Research Operations Safety Plans:

Faculty, scientists and other lead personnel are responsible for developing Research Operations Safety Plans that will be used by themselves and their research groups. A Research Operations Safety Plan is required to be completed and approved by deans and University Safety and Assurances staff before an individual researcher or research group may access buildings, research areas, libraries, offices and other research spaces or conduct field research during the COVID-19 pandemic. The goals of the plans are to establish procedures that are understood and followed to ensure operations that adhere to health and safety standards in UWM’s research facilities and buildings.

Implementation and adherence to the Research Operations Safety Plans is critical. Facility users who fail to follow the safety plans will have the access privileges reviewed by the dean of the area, which may result in revocation of the associated research and access privileges until safety plans are reimplemented and followed. Deans will need to approve of the facility reopening upon completion of University Safety and Assurances' review and appropriate remediation.

All research leaders are responsible for activity and behavior in their research space and building, including their team's compliance with these guidelines. Faculty, researchers, department chairs and deans should carefully consider the spirit of these guidelines, and always make the health and safety of the research workforce their primary concern.

Shared spaces require plans that cover all facility users to be developed and approved by researchers and their deans. Plans for core facilities are the responsibility of their respective director (or an individual designated by the appropriate dean). Field studies and other off-site research locations are also required to have safety plans. Researchers are encouraged to contact University Safety and Assurances for advice on safety procedures as they develop their Research Operations Safety Plans. Research Operations Safety Plans must include shutdown options in case of a sudden return to Stage 1.

Here are resources for development of Research Operations Safety Plans:

- Office of Research [Guidelines for Field Research During the COVID-19 Pandemic](#).
- [University Safety and Assurances Research Startup Safety Checklist](#), which includes information on a wide range of potential safety considerations.
- UWM Emergency Operations Center (EOC) Safety Guidelines for Staged Reopening (see below)
- Online template for the Research Operations Safety Plans available through the Office of Research website.

Prior to the submission of the Research Operations Safety Plan, all personnel who will be working in a research facility must be designated as essential employees to be eligible to be approved in such a safety plan, until Stage 5 is reached. (See "General Guidance for the Safety of Individuals" below for essential employees guidance and approval process).

The only exception to the requirement that an employee be approved as an essential employee to be included in a Research Operations Safety Plan is for UWM research-related staff who need to come to campus for **one-time, short-term access** to their facilities. These individuals must inform their building chair of their plans for a visit prior to the visit.

3. Safety Guidelines for Staged Reopening:

Research Area Density and Social Distancing

The number of researchers who work on-site will be limited so that the density of people (in both individual spaces and overall building occupancy) is restricted to operations that adhere to health and safety guidelines. Researchers should expect potentially severe limits on staffing levels through at least Stage 2 of reopening the campus.

Ramping up research will increase the current population density in buildings, especially in elevators, stairwells, hallways, restrooms and other shared spaces where social distancing and sanitation of high-touch surfaces will be more challenging. Therefore, it is important that Research Operations Safety Plans consider the overall population density of buildings (in addition to individual research spaces) by limiting personnel to the number that a workspace can accommodate while meeting or exceeding social distancing requirements at all times. The following space parameters will be considered by deans and University Safety and Assurances staff in deciding to approve Research Operations Safety Plans. The initial target density in a research space will be 400 square feet per person, excluding office and other building areas. This target density takes into account that researchers may have to move around their research areas to access equipment, supplies, fume hoods and other varying configurations of research areas, which can be quite different than research offices. For research offices or areas that more closely resemble an office setting, see “Research Offices” section below.

- 0-400 square feet = one researcher (remember to consider the safety of working alone and using a working alone plan).
- 400-800 square feet = two researchers, etc.

Other conditions to note:

- A template occupancy sign shall be posted designating the approved occupancy for a research area or group of areas.
- In larger rooms and shared spaces, more than one person will be approved for “occupancy,” which will require coordination among all space users.
- The specific amount of space allocated per person should depend upon the configuration and use of the space, which may result in an increase of target density required for space usage.
- Efforts should be made to minimize situations where two or more people must work together. Where this cannot be avoided (complex experiments, training experiences, use of shared equipment, or where research safety requires working with a partner), research personnel shall follow [On-site Essential Employees Work Practices](#) and social distancing requirements to the greatest extent possible, up to and including designation of a single-use research area until circumstances change to enable more than one person in a space.
- Experiments that require access to equipment in an area outside of the approved research space should be coordinated ahead of time with the area supervisor.
- Research areas will need specifications for workflow and movement to safely move about the area and have access to shared facilities (sinks, fume hoods) or equipment.

Signage to indicate flow of traffic should use terms such as “In” and “Out” or arrows, to avoid confusion with fire exit signage.

- Entrances/doors should be designated exclusively for entrance or exit, where possible.
- If there is only one entrance to a research area, researchers must be responsible to social distance when passing through.
- Where workstations exist or social distancing may be difficult, recommend researchers mark the floor with tape (painter’s tape or other floor marking tape) to assist with social distancing. Be cognizant of other floor markings in the area so as to not cause confusion (i.e., 3 feet in front of fire extinguishers or electrical panels).
- When possible, arrange “shift” work.

Research Offices

- Research offices are to refer to the “Administration Space and Operations” section for the particular type of office space (private, shared, open, etc.) being planned for and apply the recommendations of social distancing, cleaning/sanitation and human behavior.

Hand Washing and Sanitizing

- Researchers need to ensure there is at least one option for washing or sanitizing hands per research area and determine a location with as few touchpoints to reach the station as possible. See PPE and Supplies section.

Sanitation and Disinfection of Research Facilities

- Research groups will be responsible for sanitizing their research space with approved cleaning products. This will require implementation of a cleaning protocol.
 - Researchers will be responsible to clean, at a minimum, upon entry to the area and upon exit from the space. More commonly used areas or touch points may be cleaned after each use.
 - Researchers should clean common touch points, which include but are not limited to tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards/keypads, faucets, sinks, etc.
 - Wear disposable gloves to clean, and disinfect and wash hands promptly after removing gloves.

Trash, Recycling and Hazardous Waste Removal

- Trash and recycling shall be removed from research areas by the occupants and disposed of in central collection areas designated by Environmental Services.
- Hazardous waste (biological, chemical, radiological) shall be handled according to established procedures for those particular wastes, including empty containers.

Research Facility Modifications, Adjacent Public Areas and Furniture

- Research facilities shall be regularly evaluated by the researchers for any needed changes in the areas of social distancing, disinfecting touch points, and hand

- washing/sanitizing. Facility modifications or moving of equipment or furniture shall be performed to accommodate social distancing, eliminate or reduce touch points, increase ease of access to handwashing stations or install hand sanitizer stations.
- Recommend that fabric chairs are wrapped in plastic for ease of cleaning.
 - Deans with recommendations from building chairs and University Safety and Assurances staff should evaluate public approach research areas (Transactional Environments) for social distancing.
 - Where possible, entry doors to research areas should be left open to minimize touches on doorknobs/handles. This may require modification of doors or installation of additional door hardware.
 - Plexiglas shields or other barriers should be installed wherever possible at reception desks, check-in counters or locations where transaction tasks must be performed in-person.
 - Visual cues, such as floor markings or tape, should be used to indicate queuing locations, traffic flow direction and to maintain social distance spacing.
 - Waiting area furniture should be spaced apart or in some cases removed to promote appropriate social distancing.

PPE and Supplies

- Personal Protective Equipment (PPE) and supplies (handwashing, cleaning, sanitizing, etc.) must be on-hand with a four-week stock. Availability of items may limit the pace of reopening facilities. PPE and supplies may be available from the central UWM supplies. Utilize the online [PPE and Supply Request form](#) to place an order.
- The use of masks does not alleviate the requirements for social distancing. Be prepared to use PPE or other precautionary measures (such as cloth masks) to enhance social distancing requirements.
- Evaluate face masks for potential hazards (i.e., use fire resistant where required). If you are working in an environment with biological, chemical and/or fire hazards, you must wear the appropriate PPE to suit the hazards present in the research areas. It is the responsibility of the principal investigator (PI) or supervisor to know the expected hazards the researchers are working in to develop a safety plan for the appropriate PPE and other protective equipment.

Facility Staffing Levels

Research groups and/or department chairs must confirm the level of staffing provided in the building and determine a level that must be sustained for the safety of staff prior to resuming research. This determination will need to be made in collaboration with the following listed entities. This component needs to be incorporated into Research Operations Safety Plans to reopen facilities. The following facilities areas staffing must be confirmed:

- Environmental Services/Custodial
- Facilities Maintenance
- Core Research Facilities

Communication and planning with facilities management regarding level of services and number of researchers anticipated to return at different stages is crucial.

Environmental Services/Custodial (i.e., cleaning of restrooms, garbage removal, etc.): Current staff levels (stage 1) only allow first-floor bathrooms to be open and garbage brought to designated locations. Contact Facility Services (414-229-4742) for planning information.

Facilities Maintenance: Limited number of staff. Contact Facility Services (414-229-4742) to discuss normal services that may be provided or for planning information.

Core Research Facilities (i.e., Animal Resource Center, Greenhouse, etc.): Contact the facility manager to confirm staffing, work practices and planning information.

E. Administrative and Office Spaces

1. General Guidelines:

- Reduce office/administrative space density where needed.
- Consider allowing staff to work remotely or adopt alternative work schedules, if responsibilities allow.
- Provide basic cleaning and sanitation supplies to each office space.
- Phasing of office space returns will be assessed.
- Encourage internal meetings to be held virtually.

2. Cleaning/Sanitation:

- Due to the need to deploy custodians in student and public areas, occupants will be responsible for cleaning their own work area within private offices.
- Occupants will be responsible for removal of garbage/recycling to designated common receptacles.
- Cleaning and disinfecting by custodial staff will focus on high touch surfaces (door handles, elevator buttons, drinking fountains, bathrooms, etc.) and other focus cleaning.
- Hand sanitizer stations will be installed at the entry point to office area.

3. Open Offices/Cubicles:

- Workstations will be spaced at least 6 feet apart.
- Cubicle workstations will be assessed to determine if furniture can be reset to have staff sharing a cubicle wall facing away from each other. If not possible or there are low partitions, plexiglass shield should be considered.
- Use of standup desks within a cubical environment will be discouraged.

- Occupants should be responsible for cleaning/sanitation of their own workstation and garbage removal to a designated area.

4. Single/Private Offices:

- Single or private offices should be used for one person only, with no in-person meetings.
- Due to the higher-priority cleaning needs elsewhere, the occupant of a private office will be responsible for their own cleaning and removal of garbage to centrally designated area.
- Open/closed door policies should be made at the department level.
- Traffic to and from these spaces should be defined to maintain social distance where possible.

5. Shared Office Spaces:

- These are enclosed offices used by more than one person, often featuring multiple desks/workstations, or which are used in a “hoteling” style.
- These spaces should be used by one person at a time if 200 square feet or less, upon determining a mutually agreeable schedule for use.
- More than one person may occupy spaces larger than 200 square feet as long as there is 6 feet of spacing between desks/workstations that face away from each other.
- Occupants will be responsible for cleaning their own workstations and shared surfaces upon arrival to work and prior to departing. Due to the higher-priority cleaning needs elsewhere, occupants will be responsible for removal of garbage to centrally designated area or by setting garbage outside door.

6. Entry / Reception Areas:

- Physical Modifications
 - Plexiglass shields will be installed at reception desks.
 - Visual cues such as floor markings will be used to indicate queuing locations, traffic flow direction and to maintain social distance spacing.
 - Furniture in waiting areas will be spaced to promote appropriate social distancing. Excess furniture will be removed.
 - Signage with symptoms of COVID-19 to be posted in lobbies
 - Signage regarding social distancing will be placed throughout the building
- Cleaning/Sanitation
 - Hand sanitizer will be provided at reception area.
 - Staff will wipe down hard surfaces between each person served.

- Catalogs and other hard copy marketing collateral will be removed to avoid the need to sanitize these items.
- When possible, doors will be kept open to minimize the need to touch knobs/handles.

7. Copy/Workrooms:

- Cleaning/Sanitation
 - As a shared space, staff should use disinfectant wipes to clean copiers and other equipment before and after use.
 - Worktables/counter surfaces, door handles/knobs and tools should be sanitized by users with disinfectant wipes before and after each use. Consideration should be given to assigning tools to specific individuals (no shared tools).
- Physical Modifications
 - Signage will be posted outlining expectations for occupancy and use.
 - Assess the need to remove workroom tables.
 - Bringing in food to be shared will not be permitted.
- As with other spaces types, copy/work rooms of less than 200 square feet should not be occupied by more than one person at a time. This may place limits on teamwork often accomplished in such spaces – staff should seek out larger spaces to bring people together for such work that allows for maintenance of social distancing.
- Some of these spaces are pass-throughs to other offices. When passing through, staff should do their best to maintain social distancing and are strongly encouraged to wear face coverings if entering a space with others in it.

8. Conference Rooms

- Small conference spaces for 4-12 people are typically located within office suites. These spaces may be formally or informally scheduled or in some cases used on a first-come/first-served basis.
- Spaces smaller than 200 square feet should not be used for meetings.
- Spaces larger than 200 square feet should be used only if appropriate social distance spacing can be maintained.
- Users should disinfect table and other high-touch surfaces upon entering and prior to leaving the space.
- Garbage/recycling containers should be emptied into designated common receptacles or set outside the room.

9. Break Room/Kitchenette Spaces

- Break room/kitchenette spaces are used by a single department or shared by several departments co-located in an office suite. They often include coffee makers, microwaves and small refrigerators.
- Generally, these are small spaces that should not be occupied by more than one person in order to maintain social distancing. These rooms should not become gathering points or be used for meetings.
- Physical Modifications
 - Signage will be posted outlining expectations for occupancy and use.
 - Assess the need to remove breakroom tables.
 - Bringing in food to be shared will not be permitted.
- Signage should be posted outlining expectations for occupancy and use.
- Cleaning/Sanitation
 - Staff using break room/kitchenettes should be responsible for sanitizing counters and surfaces prior to and after each use of the space.
 - Departments utilizing such spaces should develop a schedule for staff who will do periodic cleaning/disinfecting and trash/garbage removal.
- NOTE: Some buildings have general/building-wide break rooms open to all building users. Consideration should be given to closing/locking these rooms during the pandemic crisis due to the inability to police use and maintain cleanliness/sanitation.

10. Transactional Environments and Waiting Rooms

- Transactional environments and waiting rooms are common in many administrative and office spaces. These are the reception desks, check-in counters or places where a specific transaction or task takes place. These spaces also frequently include waiting areas where individuals may que while waiting for the next available staff member or while waiting for an appointment.
- Occupancy should be defined by the size of the space, but any waiting area less than 200 square feet should not be occupied by more than one person at a time. In such cases, consideration should be given to where additional queuing might occur, and appropriate signage or visual cues should indicate the queuing location and encourage maintenance of social distancing.
- Physical modifications

- Where possible entry doors to reception/waiting areas should be left open to minimize touches on doorknobs/handles. This may require modification of doors or installation of additional door hardware.
 - Plexiglass shields should be installed wherever possible at reception desks, check-in counters or locations where transactions or business tasks must be performed in person.
 - Visual cues such as floor markings or tape should be used to indicate queuing locations, traffic flow direction and to maintain social distance spacing.
 - Waiting area furniture should be spaced apart or in some cases removed to promote appropriate social distancing.
- Cleaning/Sanitation
 - Hand sanitizer should be provided at reception, check-in and transactional points of service unless already in place inside the entry door.
 - Staff should wipe down hard surfaces between each person served.
 - Magazines/books or other items left out for patrons in waiting areas should be removed to avoid the need to sanitize these items.

IX. Communications and Campus Messaging

Employees, students, parents and others with an interest in UWM need a single, go-to source of information about the reopening of campus. With that in mind, all communications related to the reopening of campus should be routed through the EOC Communications Team to ensure it is reviewed by the appropriate campus leaders and distributed to the appropriate audiences.

All communication will be clear and free of jargon, compassionate and respectful.

A. Information-Gathering and Review

An automated workflow has been set up at uwm.edu/campusmessaging for EOC teams and campus units to submit information related to the reopening of campus, as well as the continuation of remote working and learning. Information will be edited by an editor on University Relations & Communications' Media Services team and reviewed by designated members of the chancellor's cabinet before it is published or distributed.

B. Email Campaigns

Three email campaigns are planned — for employees, students and parents. The Coronavirus Updates email header used for employee and student communications during the spring will be retired, and a new header for the reopening of campus will be used.

1. Employee Campaign

The employee communication campaign will be managed by University Relations & Communications' Media Services team and begin after the chancellor announces either the return of nonessential employees to campus, or the format of fall classes, whichever comes first. The goal is to keep employees informed about campus planning and protocols so that they feel safe and act in a safe manner while fulfilling their work duties.

Employee email campaign topics and talking points are attached as **Appendix B**.

2. Student and Parent Campaigns

The student and parent communication campaigns have been planned and will be executed together because a great deal of overlap between them is expected.

The primary student communication campaign will be managed by University Relations & Communications' Media Services team in partnership with the Dean of Students office and begin after the chancellor announces the format of fall classes. Additional communication will be provided by a wide range of units, including but not limited to:

- New student programs
- Departments/colleges
- Dean of Students office
- Student News N' Stuff (Union Marketing)
- Student Success Center
- Identity-based departments/offices/centers
- Faculty/staff

The goal in all cases should be to demonstrate UWM's commitment to keeping students informed, prepared and involved while maintaining a safe environment for them to learn, achieve their goals and prepare for future success.

The parent communication campaign will be managed by University Relations & Communications' External Relations team and begin after the chancellor announces the format of fall classes. The goal is to communicate to parents and families that UWM is organized, has a plan and has the experience to provide a positive educational experience for students in a hybrid course delivery model. Families will be assured the university has extensive health and safety plans by sharing guidelines, expectations and practical solutions that will remain viable in a fluid environment.

Campaign topics and talking points for both audiences are attached as **Appendix C**.

C. Dedicated Website

Information about the reopening of campus will be housed on a new website, uwm.edu/coronavirus/reopening. The uwm.edu/coronavirus URL will be rerouted to that site.

The new site design will emphasize visual appeal and provide short summaries of key points for each of the two primary audiences — students/parents and employees. The goal is to provide content that fosters confidence in UWM, the safety of its campus and the quality of its education.

Searchable FAQs will remain a key feature of the dedicated site. EOC teams and other units that serve the entire campus should not create their own FAQ pages but instead submit FAQs via uwm.edu/campusmessaging to be posted on the dedicated website.

D. Social Media

Key campus emails and FAQs will be shared via UWM's social media channels (Facebook, Twitter, Instagram) as appropriate. Given that many students do not read their email regularly, social media remains an important channel to reach them. Schools, colleges and other units with secondary social media accounts also will be asked to share information with students.

In addition, social media monitoring will continue as a means of identifying areas of concern among members of the campus community and the public. Responses will be provided via social media or other channels as appropriate.

E. Media Inquiries

Media inquiries will continue to be managed by University Relations & Communications' Media Services team. Team members will connect reporters with subject matter experts in public health and other areas as appropriate. Key benchmarks regarding the reopening of campus, including an announcement on the format of Fall 2020 classes, will be shared with media via news releases.

F. Major Event Communications Protocol

1. Public Relations

As COVID-19 continues to spread, it is possible that UWM will face a major related event, such as an outbreak in a residence hall or among students in a class, or the death of a student or employee due to COVID-19. Such an event could trigger inquiries from news media and members of the general public, as well as students and their families. In responding to these inquiries, UWM will first comply with applicable privacy laws, including the Family Educational

Rights and Privacy Act (FERPA) and UW System and UWM policies. The university then will provide information aimed at helping the public understand the scope of the situation and what is being done to mitigate the spread of disease. Based on these guiding principles, the following guidelines are intended to provide guidance for COVID-19 incidents involving students and employees.

It is important to note that the City of Milwaukee Health Department receives COVID-19 test results, performs contact tracing and notifies individuals who may have been exposed to the virus. Before a public statement is made by the university, the campus health officer or a designated staff member from Norris Health Center will attempt to contact the City of Milwaukee Health Department to determine:

- how many people have been infected;
- their relationship to UWM;
- any commonalities; and
- the status of contact tracing and notification of individuals who may have been exposed.

2. Incidents Involving Students

UWM will not identify students who become ill or provide personal or identifying information about them, which could include where they live, a specific class in which they are enrolled or the location where they may be housed in isolation. For inquiries related to student deaths, the university will follow the guidelines described in [SAAP 14-1](#) and limit disclosures to directory information, such as enrollment status and major.

In the case of an outbreak among students, the university will disclose the following information, if available:

- the number of individuals infected in connection with the outbreak;
- any commonalities among the impacted individuals, such as living in the same residence hall or sharing a class (the specific residence hall/class will not be disclosed);
- how UWM is caring for impacted students (meal deliveries, other support); and
- steps UWM is taking to limit the spread of disease (moving students to isolation, shifting classes to virtual learning, cleaning, etc.).

3. Incidents Involving Employees

UWM will not identify faculty/staff who become ill or provide personal or identifying information about them, such as their department or work location. For inquiries related to faculty/staff deaths, the university will follow [Human Resources guidelines](#) and limit disclosures to confirmation of the individual's employment and the dates of employment. UWM may make additional discretionary disclosures to the media in accordance with the employee's family's wishes.

In the case of an outbreak involving multiple faculty/staff members, the university will disclose:

- the number of individuals infected in connection with the outbreak;
- any commonalities among the impacted individuals, such as working in the same building (the specific building will not be disclosed); and
- steps UWM is taking to limit the spread of disease (moving employees to remote work, cleaning, etc.).

4. Timing of Communication

Any information provided to the media, parents or members of the general public about an outbreak tied to a UWM campus will first be communicated to UWM students and employees by University Relations & Communications or the chancellor. The goal is to prevent students and employees from first learning of an outbreak from an external source.

X. Large Group Events

A. Overview

The following is a summary of guidelines for holding events for large groups on UWM campuses. This information is guided by general campus guidelines on cleaning, masks, the EOC Building Preparedness and Operations Team (BPO) and other related information, as well as public health guidance. As of this writing, the [CDC's Guidance on Gatherings and Community Events](#) is a resource. There is an understanding that large event spaces at UWM may not be as readily available during the Fall 2020 semester due to spaces being repurposed to serve as classrooms.

B. Definition and Considerations

A large event is any event that is not an academic course published in the UWM course schedule (including co-curricular programs) and exceeds 15 people. In addition to the EOC BPO General Areas subgroup criteria, population density should be examined when considering the hosting of a large event. Events on weekends and nights are more likely to allow for management of population density.

Requests for exceptions will be processed by the EOC Special Requests Work Group, special-requests@uwm.edu. Coordinators for managed spaces (see section G below) will be part of the exception review process for spaces under their purview.

C. Advanced Ticketing and/or Preregistration

These tools should be required for all events, as possible

- Use of online ticketing systems (Ticketmaster, University Tickets, etc.) allows a paperless system with less direct contact.
- Use reserved seating wherever possible to ensure social distancing.
- Preregistering attendees allows for greater control of capacity limitations.
- Preregistering attendees provides a list for potential contact tracing.
- Peck School of the Arts owns an instance of University Tickets and employs a full-time box office manager who could help departments set up events and track registration.

D. Communication

Event organizers are expected to develop a safety plan and communicate/educate their attendees and staff on it prior to the event. This would include communicating expectations of attendees and presenters regarding UWM's standards.

There should be public announcements made at each large event to remind people of best practices in terms of mask wearing, handwashing and social distancing in all areas of campus.

E. Handwashing and Gloves

Event staff will need at least one option for washing or sanitizing hands per workstation (i.e. ticket booth, tech station etc.). If handwashing in between staff usage of the same piece of work equipment is not possible, gloves should be worn. When handling credit cards, gloves should be worn. Portable sanitizer stations should be provided to allow for staff and attendees to use prior to entry into the event space.

F. Cash Handling

Campus should adopt a cashless protocol, as possible.

G. Processing of Event Requests

1. Managed Spaces: those with dedicated event management staff

- are expected to develop and adhere to their own safety plans and procedures factoring in campus guidelines.
- require no further approval to hold events in their venues, provided the event is under 50 attendees.
- for events exceeding 50 attendees require managed space event managers to seek an exception from the EOC Special Requests Work Group.

2. Non-managed: those without dedicated event management staff

- are expected to submit event requests via the Room Optimization Assignment Reservation (ROAR) tool.
- must follow procedures and expectations the Registrar's Office will develop and have event organizers affirmatively agree to in order to get approval for an event.
- will have their event requests be evaluated and approved or denied by the Union Event Services Office.
- will have appeals of denials be routed to the EOC Special Requests Work Group.

H. Outdoor events

UWM-sanctioned outdoor events are discouraged at this time, as social distancing and population density may be difficult to maintain. This recommendation will be re-evaluated closer to fall. Requests for exceptions will be processed Union Event Services reservat@uwm.edu, which will consult building chairs from buildings adjacent to the requested event.

I. Athletic Events

Athletic events will generally follow recommendations from the NCAA and Horizon League; however, local, state and institution policies/guidelines will supersede in determining the feasibility of holding athletic events. Primary concerns would be attendee and athlete safety.

J. Penalties for Failure to Comply with Policies

The following are recommendations for failure to comply with these guidelines.

- For non-student attendees:
 - Removal from or refused admittance to an event.
- For student attendees:
 - Removal from or refused admittance to an event.
 - Referral to Dean of Students office for further review and potential disciplinary action.
- For organizers:
 - Student organizations, Greek life and clubs:
 - Temporary cancellation of the event.
 - Referral to Dean of Students office for further review and potential disciplinary action.
 - All others:
 - Potential loss of ability to hold events for the remainder of the semester.

XI. University-sponsored Travel and Activities

A. Overview

As of this writing, all university-sponsored travel³ is prohibited through July 31, 2020, and will be reviewed monthly thereafter. This information reflects recommendations regarding when to permit specific types of university-sponsored travel to resume. As described below, resumption will come at different times, depending on type of travel.

These recommendations only apply to university-sponsored travel; individuals are encouraged to follow applicable guidelines when pursuing personal travel. Individuals travelling for any reason are advised to review the following:

- [Wisconsin Department of Health Services COVID-19 Travel Page](#): in-state travel and self-quarantine recommendations by the state health department.
- [CDC COVID-19 Travel Page](#): travel in the United States, international travel and specific FAQs.
- [U.S. Department of State – Bureau of Consular Affairs travel guidance](#).
- [CDC Guidance from destination, route to destination and during travel](#).

B. Gating Criteria

The following gating criteria will be used as a minimum standard for considering travel.

- A downward trajectory of documented cases of COVID-19 or a downward trajectory of positive tests as a percentage of total tests at the destination,⁴ as reported by either [Johns Hopkins University](#), the [Institute for Health Metrics and Evaluation](#) or a more local data source.

³ University-sponsored travel is broadly defined to include the following:

- Travel on UWM-related business;
- Travel that relates to an employee’s professional interests and positions, such as board or other professional organization roles;
- Travel paid in full or in part by UWM;
- Travel organized, endorsed and/or sponsored by UWM or organizations associated with UWM, such as student clubs; and
- Travel that involves academic credit granted by UWM.

⁴ The “destination” refers to the most localized information available. Depending on the location, this may be determined at a city, country or some other level.

- Medical care is within reasonable access from the work/study site(s) and such access can be documented upon request.

C. Additional Gating Criteria Specific to International Travel:

The following additional gating criteria will apply to international travel:

- No active CDC or U.S. Department of State global health advisories recommending against nonessential travel.
- The destination is not a Travel Warning Location as defined in [SAAP 10-11 International Travel Policy](#).
- Infrastructure, lodging and sanitation at the destination, evidence of which can be documented upon request.
- The traveler must comply with the destination’s health and safety requirements, including any quarantine requirements, and should anticipate self-quarantining upon their return to their home, consistent with UWM’s [On-Site Essential Employee Work Practices](#) during the COVID-19 pandemic.

The following table contains recommendations for various types of travel:

Type of travel	Potential Issues and Gating Requirements	Recommendation dated June 1, 2020
UWM Student UWM-sponsored <u>international</u> travel (e.g., faculty-led study abroad, credit-bearing programs, and UWM research-related travel)	Gating criteria have been satisfied at the destination for a minimum of 28 days.	Maintain travel ban through at least July 31.
UWM Student UWM-sponsored <u>domestic</u> travel (e.g., field trips, model U.N., etc.)	Gating criteria have been satisfied at the destination for a minimum of 14 days.	Maintain travel ban through at least July 31.
UWM Student Athletics- related travel		Defer to Athletics Department for this type of travel
UWM Employee UWM-sponsored <u>international</u> travel (e.g.,	Gating criteria have been satisfied at the	Maintain travel ban through at least July 31.

research meetings, attendance at conferences, etc.)	destination for a minimum of 28 days.	
UWM Employee UWM-sponsored <u>domestic</u> travel	Gating criteria have been satisfied at the destination for a minimum of 14 days.	Maintain travel ban through at least July 31.
Other Incoming <u>international</u> travelers (e.g., new international employees, visiting faculty, and visiting collaborators, etc.)		Required to follow public health guidance upon entry into US. UWM has strictly limited most on-site, nonessential operations on all three campuses through at least July 31, 2020.
Other Incoming <u>domestic</u> travelers (e.g., collaborators from other institutions, job applicants, prospective students, etc.)		UWM has strictly limited most on-site, nonessential operations on all three campuses through at least July 31, 2020. Exceptions must be approved using form referenced below.

D. Exemptions for Essential Travel

For essential travel, employees and other UWM sponsored travelers may request an exemption using the process described below. The employee or student cannot undertake any university-sponsored travel unless the exemption has been granted.

Essential travel is travel that is:

- critical to UWM’s mission, the employee’s job duties, or the student’s academic program;
- cannot be rescheduled; and
- must be conducted in-person.

If employee travel is restricted on the basis of the recommendations in the table above, the employee must request an exemption for essential travel by completing and submitting this [form](#).

For university-sponsored international travel to Travel Warning Locations, the employee is also required to complete and submit the Travel Risk Assessment form (Appendix A) provided in [SAAP 10-11 International Travel Policy](#).

If student travel is restricted on the basis of the recommendations in the table above, the UWM employee who is the travel sponsor (such as dean, director, department chair or program coordinator) must request an exemption for essential travel by completing and submitting this [form](#).

Students engaging in university-sponsored international travel are prohibited from going to, from or through Travel Warning locations unless an exception to this prohibition is approved by UWM's provost in writing. Students can initiate the request for exception by completing and submitting the Travel Risk Assessment form (Appendix A) provided in [SAAP 10-11 International Travel Policy](#).

However, **in all cases**, local, state and federal public health guidelines regarding isolation after travel must be followed in order to protect the health and safety of the UWM community upon return. The impact of subsequent quarantine might make certain travel impractical.

E. Travel Recommendations under Scenario Planning Options

Scenario 1 (mix of F2F and ONL classes):

The team recommends that the restrictions on domestic travel to destinations that meet the gating criteria are ended prior to the start of the fall semester (current recommendation is to extend the travel ban until at least July 31, 2020). For travel to destinations that do not meet the gating criteria, the traveler must seek exemption through the process described above.

The team recommends that the restrictions on international travel be ended prior to the start of the Fall 2020 semester IF there is no active CDC or U.S. Department of State global health advisories recommending against nonessential international travel. International travel must be compliant with SAAP 10-11 International Travel Policy. For travel involving Travel Warning locations, the provisions in the Exemptions section of this document apply.

The team recommends that, if conditions dictate UWM's pivot to fully online instruction during the fall semester, the travel ban on domestic and international travel be reinstated.

Scenario 2: Fall All Online

The team recommends that the travel prohibition be extended to Dec. 31, 2020. The procedures under Exemptions section will be used for essential travel.

Scenario 3: Online All Year

The team recommends that the travel prohibition be extended to May 31, 2021. The procedures under Exemptions section will be used for essential travel.

XII. Personal Protective Equipment (PPE) and Supplies Procurement

With different academic scenarios being considered for the Fall 2020 semester, there will continue to be a need for PPE and other supplies to support essential operations, research activities and the progressive expansion of capacity on campus. Given the difficulty with procurement, as well as the uncertainty surrounding the current reliability of supply chains due to extraordinary demand, and to ensure that UWM operations may continue uninterrupted, the EOC PPE and Supplies Team has developed a strategy for maintaining a readily accessible inventory of PPE and other essential supplies to support campus operations.

The goals of the PPE and Supplies Team include:

- 1) Establish a PPE and supplies procurement, inventory management, end-user order/request system, review process and distribution plan to guarantee products of relevant need and those experiencing extraordinary demand due to the COVID-19 pandemic are available to meet current needs as well as expanding on-campus capacity to ensure uninterrupted campus operations.
- 2) Determine quantities needed and establish quality criteria for PPE and supplies needed to create a three-month strategic reserve for campus operations to limit the impact of supply chain disruptions.

PPE and supplies of relevant need and currently being purchased at a central level include:

- Disposable exam gloves
- Safety goggles
- Face shields
- Disposable procedure “surgical” masks
- Disposable gowns
- Respiratory protection (disposable filtering facepieces [N95, etc.]; reusable elastomeric respirators and filters)
- Alcohol-based hand sanitizer
- Cloth face coverings/masks
- Disposable disinfectant wipes
- Disinfectant spray bottles
- Physical barriers (plexiglass)
- Social distancing floor markers

Those products that are not listed above will not be purchased centrally and should be procured by individual departments.

The PPE and Supplies Team has been working to prioritize, strategically source and procure the PPE and supplies listed above to cover three months of campus needs. A centralized receiving, storage and distribution location has been established. An inventory management system has been implemented to ensure that resupply orders are placed in a timely manner so that minimum quantities needed for three months of campus operations can be maintained at all times.

A [PPE and Supplies Request form](#) has been published on the <http://uwm.edu/coronavirus/reopening> website. To avoid illegitimate submissions, the request form is only available to UWM employees. This is achieved by requiring Panther ID authentication prior to accessing the form.

A campuswide email notification will be sent to all employees on or about June 17, 2020, informing them of product availability and the request process. PPE and supply requests are limited to cover no more than a four-week supply, so as to ensure the centralized strategic reserve (consistent with BPO statement for researchers) is always adequately stocked. The request form is submitted to a group email, uwm-supplyreq@uwm.edu, at which point it is processed through an established workflow that involves a review and approval process. After PPE and supplies requests are reviewed and approved, the orders are assembled and delivered to the campus area in need.

Supplies and PPE for campus are being purchased at a central level and will be distributed to any campus department in need to maintain essential operations. Individual departments will not be charged at this time. Supply and PPE information gathered now will be used for future planning purposes, including costs, needs and chargeback rates for those items. When a decision is made to begin charging for the items, a campuswide communication will be shared. The request form collects UWM division and department information, has the capability of displaying prices and itemizing orders so a chargeback system can be easily implemented when necessary.

XIII. Financial Planning

The finance teams are providing support in several ways. The Purchasing, Contracts and Travel Team continues to advise and inform various planning scenarios and provide direct support related to the purchase of PPE and supplies. Additionally, the student finance impact team is incorporating planning scenarios into various fee and other student-related financial decisions. Lastly, the Financial Impact Modeling and Decision Support Team continues to incorporate various planning and financial scenarios with finance leadership as scenarios are proposed.

A. Subteam: Purchasing, Contracts and Travel

The Purchasing, Contracts and Travel subteam has been working to address general procurement issues that are impacted by the pandemic. Specific actions to date have included

(i) development of a form cancellation notice that is sent to vendors when an event cannot proceed, and (ii) incorporating language into standard contracts allowing for simpler cancellation in the event the pandemic precludes the contract from moving forward. With these broad issues addressed, the subteam does not anticipate making any key decisions with far-reaching implications in the near future, but individual contracts will continue to be reviewed by the relevant office (generally Procurement or Legal Affairs) on an as-needed basis.

B. Subteam: Student Finance Impact team

The Student Financials subteam is responsible for reviewing and making recommendations to adjust tuition and fees for the Spring, Summer and Fall 2020 semesters. This team also writes corresponding FAQs and campus messaging regarding these changes and addresses other tuition and fee issues as they come up.

1. Spring 2020 decisions

For Spring 2020, no changes were made to tuition or online course fees. The team made recommendations related to student housing refunds and other financial holds and fees.

2. Summer 2020 decisions

The team made recommendations regarding summer tuition and fees within a short timeline. The team's objective was to determine a fee structure that all students (except students who pay fees in lieu of tuition) would be assessed regardless of whether their course was originally scheduled to be online or in-person. The team recommended that all courses that follow the traditional summer tuition schedule have a reduced segregated fee and a reduced distance education fee. These fees pay for the technology to offer classes online and modified student services. We wanted to ensure that all students have access to campus support services during this challenging time. Most students pay the same or less under this modified fee schedule than they would have paid in fees last summer.

3. Fall 2020 decisions

The team is currently making recommendations for tuition and fees for the Fall 2020 semester. The team's objective is to determine a fee structure that all students (except students who pay fees in lieu of tuition) will be assessed regardless of whether their course was originally scheduled to be online or in person so that we can be nimble in our response to the pandemic. The team hopes to have a recommendation for campus administrators to review by mid-June. Upon completion of this, FAQs will be updated and campus messaging will be drafted.

C. Subteam: Impact Modeling and Decision Support

The Financial Impact Modeling and Decision Support team has been working with the chancellor, provost, and vice chancellor for finance & administrative affairs to provide details surrounding the impact of different fall scenarios for enrollment, auxiliary operations, state appropriations or budget cuts, fees and COVID-19-related expenses. Such decisions are informing and will inform future campus decision-making related to UWM and unit budgets for FY 2021 and FY 2022.

XIV. IT Aspects of Academic Preparedness and COVID-19 Response

The EOC notes that various aspects of IT at UWM have been discussed in the context of the Academic Preparedness team, which was a subteam of the Infectious Diseases Preparedness Group. These issues are important as they were noted as issues in the Scenario Planning Work Group's report.

1. Videoconferencing

To promote standardization and cost-effectiveness across campus, UWM leadership has endorsed a Collaborate/Teams campus standard for videoconferencing, with exceptions based on need. Across campus, difficulties with Collaborate were sporadic and more frequent during the transition period. Based on special needs, a number of Zoom licenses have been procured across UWM, and UITS is now exploring consolidating those Zoom licenses to lower the cost. In the meantime, Teams continues to improve, with a nine-person view and 49-person view promised soon.

2. Video editing

UWM faculty have access, on both UWM and personal computers, to [Adobe Creative Cloud](#), including Adobe Premiere.

3. Procurement of hardware, including tablets/touchscreen

- UWM's "fleet" of computing devices (desktop and laptops) is aging and would benefit from updating, though such updating may be more expensive right now than UWM budgets can bear.
- In principle, UWM staff members have been able to bring work equipment, including desktop computers, home during an extended at-home work period.
- UWM maintains certain [standards](#) for university-owned desktops/laptops.
- UITS does not encourage tablets for instructional support, given software and other limitations.
- To date, touchscreen support per se has not been a particularly standard request – and is not strictly a requirement for instruction.

4. Unreliable Internet Connectivity

- Historically, but not recently, UWM was able to secure special educational pricing from cable companies.
- UWM has gathered and shared [resources](#) to help with internet access, including information about special COVID-19 deals that were offered by Spectrum, and help in dealing with poor or no internet service.
- Approximately \$8.5 million in federal CARES funding has been distributed to nearly 9,000 UWM students - \$950 per student. This funding can be used by students to enhance internet access.

5. Availability of Headsets

- As part of the Teams telephony project, Teams headsets were distributed to roughly 1,000 UWM instructors and staff.
- Any permanent UWM faculty or staff members who have not already received Teams headsets will be able to request them prior to the fall semester.

6. Use of Exam Software (Proctorio)

- Proctorio was newly acquired in response to the move to online learning due to COVID-19.
- Early problems with Proctorio were intermittent and have been addressed.
- CETL is administering a survey on experience with Proctorio.
- CETL has enhanced its materials on Proctorio.

7. Access to Software Required for Classes

- [Virtual labs](#) have been deployed to address software requirements.
- Needs in the fall semester for virtual and remote labs are expected to be assessed.

8. Conveying Computer/Internet/Webcam Requirements to Students

- UITS-recommended technology baselines will be strongly encouraged to incoming students during New Student Orientation and Transfer Student Orientation.
- UWM's general campus hardware specifications can be found [here](#).

9. Instructional Video Production

- CTS Classroom Services has facilitated/accommodated a range of lecture recordings, though CTS staff capacities for lecture capture remain finite.
- UWM's [LinkedIn Learning subscription](#) provides extensive training resources (e.g., on video, 409 resources on "instructional video" and 192 resources on "advanced PowerPoint").
- UWM's Knowledge Base (KB) also features resources:
 - [Guides on PowerPoint](#)
 - [Articles on video](#)

XV. Special Requests

A. Emergency Operations Center Special Request Team Objectives

The Special Requests Team responds to groups that require planning and guidance for special functions on campus. In order to facilitate the safe and orderly distribution of supplies and equipment from campus buildings, along with implementing their corresponding operations, the Special Request Team will review all requests for compliance with the planning considerations listed below.

B. Recommendations

- Receive the request from an entity/department/college with a written operational plan for distribution.
- Have select and applicable EOC members review the operations plan.
- Send the plan back with recommendations, if applicable.
- Return the plan to the requester with directions to submit for their division head's review and approval.
- Once the plan is approved by the division head, advise the Special Request Team.

C. Planning Considerations

- Days and hours of operation, including exact location where service will occur
- Directions provided for explaining to users how the service operates
- Cleaning/sanitizing/disinfecting protocol to include availability of Environmental Services staff at location
- Direction of flow for service (ingress/egress)
- Access restrictions within buildings (if needed)
- Adequate signage
- Elevator use if needed (one person at a time)
- Restrooms (availability and occupancy limits)
- ADA access if needed
- Plexiglass to protect staff at counter locations or pickup areas if needed
- Occupancy limits of location (how many people can be served while still maintaining social distancing)
- PPE (type, quantity needed, inventory available)
- Proper social distancing can be maintained during the operation
- If a staff/faculty member or patron has any symptoms of COVID-19, as outlined by the CDC, they will not come to campus
- Accessibility of building(s)
- Only one pick-up/distribution per day/at one time

D. Final Plans

Before implementation and execution of the plans, the plans will be approved by designated UWM personnel from the Special Requests subgroup. The plans will then be presented to the dean and/or division head for final approval. Plans may commence upon final approval.

Appendix A: EOC Teams

The **Building Preparedness and Operations (BPO) Team** divided its work into four subgroups focused on campus space types: 1) research/laboratory spaces, 2) administrative and office spaces, 3) classroom spaces and 4) general spaces (entry/exit, circulation, lounge/gathering and restrooms) to systematically plan for how facilities will reopen. Unique campus facilities, such as the UWM Student Union, Klotsche/Pavilion, UWM Libraries, teaching labs/shops and performance venues will have specific plans for their spaces.

The team's recommendations focus on guidelines for facility modifications and occupancy standards for social distancing, cleaning, PPE provisions and human/personal behavior expectations for each space type and/or specific facility.

The BPO Team also has subgroups focused on food service and large events.

The Food Service subgroup is addressing what services can be provided to students and the university community in the safest possible manner and meeting public health requirements and industry standards. Plans will be further developed after residence hall occupancy, estimates of fall on-campus population, and building and campus access for students and faculty/staff are determined.

The Large Event subgroup has developed recommendations for campus administration and will next move to more specific and detailed recommendations regarding processes, best practices and communications to potential patrons and training for event staff. Event size will be highly dependent on public health guidelines and local public health orders.

The **Communications Team** is developing a forecast for anticipated communication needs for the next three months and a protocol for communicating about major COVID-19-related events. It has subgroups working on student, parent and faculty/staff communications and the exchange of information between key departments/people on campus.

The **Community Support and Impact Team** is collaborating with campus partners and other teams on multiple initiatives. It developed the Panther Health and Safety Community Standards for faculty, staff and students to encourage proactive communication both through the CS&I team and other groups on campus.

The **Financial Impact Modeling and Decision Support Team** provides campus leadership with estimates of the financial impact of various scenarios and proposed recommendations.

The **Housing Readiness Team** is planning for continuing and expanding on-campus housing operations. This includes workforce planning, facility considerations, education for staff and residents, an isolation site, community considerations and contract considerations.

The **Human Resources Team** is providing recommendations regarding UWM employees' return to on-site work in Fall 2020. The team's work includes developing guidelines for employees and supervisors.

The **Personal Protective Equipment (PPE) and Supplies Team** is securing supplies and services necessary to maintain UWM's health and safety guidelines. The planning includes securing a three-month supply of PPE that will be centrally located and establishing a coordinated system for inventory and distribution. Priority supplies include disinfecting wipes, hand sanitizer and face masks, as well as plexiglass to provide physical barriers at reception or similar areas where there is direct person-to-person contact.

The **Purchasing, Contracts and Travel Team** addresses general procurement issues that are impacted by the COVID-19 pandemic. This group works to support and provide guidance to other groups and the campus community, including working with vendors when events are canceled or need to be modified and creating flexibilities in contracts.

The **Research and Scholarship Team** is developing and implementing an effective plan for the gradual restoration of research activities. It includes academic leadership, researchers, campus operations, campus safety and public health representatives. The Office of Research has outlined procedures and guidelines for a staged return to research activities at <https://uwm.edu/officeofresearch/reopening-research-at-uwm/> and has established a process and template for researchers to develop their research operations safety plans.

The **Special Request Team** assists campus groups with planning special functions on campus. A special function would be an event that requires use of a special space (outdoors or a general inside area), requires a specific or temporary traffic flow (pedestrian or vehicle), or involves a need for mass distribution/drop-off of items or to receive a service. The team reviews and provides feedback and assistance with submitted plans.

The **Student Financials Team** has reviewed and made recommendations to adjust tuition and fees for the spring, summer and fall semesters. It has assisted with student housing refunds, financial holds and fees, and determining fee structures.

The **Testing, Tracking and Monitoring Team** is evaluating the role of testing, contact tracing and symptom monitoring on campus. Testing for symptomatic students is available at the on-campus student health center through a partnership with the City of Milwaukee Health Department. The team continues to review guidelines from a wide variety of resources, including the CDC, local public health agencies and health care organizations as guidance continues to evolve rapidly. This team is coordinating with the UW System Testing and Tracing Team.

The **Travel Team** reviews current travel restrictions on a monthly basis, will make travel recommendations for the 2020-21 academic year and has created a streamlined travel exemption process for essential travel.

Appendix B: Employee Campaign Topics

Campaign topics and talking points are as follows:

- Employees return/working remotely
 - Who will return to campus and when?
 - Accommodations for high-risk employees and those lacking child care
 - Accommodations for others who need or want to continue working remotely
 - Building access – How do people get in? What will security/policing be like?
 - The wearing of masks
 - Parking and shuttle service
- Testing and health care
 - What are the expectations?
 - PPE is required and/or available, and how to get it?
 - What responsibilities do employees have to report their symptoms/illness to their supervisor?
 - What, if any, testing of employees will be done on campus?
 - Where employees can go if they want to get tested?
 - Guidance on health monitoring
 - What to do if you have symptoms while at work?
 - What to do if you think you were exposed to the virus?
 - Policies on employees' use of sick leave and doctor's notes
 - Course absence policies
- Cleaning and supplies
 - Cleaning protocols
 - Who is responsible for cleaning?
 - How to obtain cleaning supplies
 - Restructuring of office/classroom space
- Facilities/services
 - Mail service
 - Copy Center
 - Food service
 - UWM Libraries
 - UREC
 - UWM Student Union/UW Credit Union
 - UITS
 - UWM Police/policing
 - Human Resources
 - Children's Learning Center
- Travel
 - University-sponsored travel
 - Guidelines for personal travel
 - Quarantine after personal travel

- Meetings/events/gatherings
 - Guidelines on holding meetings in person vs. virtually
 - Guidelines for event planning
- Student workers
 - Overview of student employment – are units that laid off a large number of student workers hiring them back?
 - Can other departments bring back their student workers?
 - Guidance for students working remotely vs. in person
 - IT security issues related to remote work

In addition, employees will receive summaries of information provided to students, including but not limited to:

- Student conduct
- Housing
- Athletics
- Purchase of books and other course materials
- Emergency grants, financial aid and other assistance
- What happens if campus needs to go virtual midyear

Appendix C: Student and Parent Campaign Topics

Campaign topics and talking points for both audiences are as follows:

- Fall Course Instruction
 - Additional details on formats, scheduling, etc.
 - Grading (credit/no credit)
- Health and safety
 - What are the expectations/recommendations?
 - What PPE are employees and students being required/recommended to utilize?
 - Who pays for this?
 - If a student, what if the student can't afford it?
 - If the university, how is this being distributed?
- Studying in Milwaukee
 - What is the university doing to ensure adequate health and safety protocols are followed?
 - What health guidance have the city/county issued?
- Financial Aid/Fees
 - How, if at all, will financial aid be impacted?
 - If services are not all open/available, will segregated fees be changed?
 - Why are students being charged an online fee if they have no choice but to be online?
- Housing/Dining questions
 - What are options are available?
 - On campus
 - Off campus
 - Resources for students living off campus
 - When will a decision be made about who can live on campus?
 - What are the guidelines for this decision?
 - What recourses are available?
- Student life, including but not limited to
 - Student organizations
 - Club sports
 - Identity-based offices
 - Career services
 - Athletics
- Academic Services, including but not limited to:
 - Supplemental Instruction
 - Tutoring
 - Library
 - Accessibility Resources
 - Academic Advising
- Buildings operations, including but not limited to:

- UREC
- Norris
- NWQ
- Mellencamp
- Bolton
- Children's Learning Center
- What happens if campus needs to go virtual midyear?
 - How will grading be impacted?
 - Is financial aid impacted?
 - Will housing close?

Additional topics for students are:

- Student responsibilities
 - UWM email is official form of communication. Therefore, they need to be checking these to get the most updated information
- Personal health and safety
 - Community approach to messaging — students have responsibility for their health, it isn't just the university's role
- Student Employment
 - Specific to when students can be employed again and what the process is for them to obtain an on-campus position
- International Students
 - Specific to those who may be impacted by stereotyping and/or have questions regarding U.S./Wisconsin responses to the pandemic.

Additional topics for parents are:

- Timeline for decision-making
- Who makes decisions and what data/guidance are used?
- Tuition/financial concerns and assistance
- Employment and internship opportunities
- Campus and community resources